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**NOTICE OF MEETING**  
**OVERVIEW AND SCRUTINY COMMISSION**  
**17 JANUARY 2008**

**TO: ALL MEMBERS OF THE OVERVIEW AND SCRUTINY COMMISSION**

You are requested to attend a meeting of the above Commission on **17 January 2008 at 7.30 pm** in the Council Chamber, Fourth Floor, Easthampstead House, Bracknell, to transact the business set out in the attached agenda.

Alison Sanders  
Director of Corporate Services

**Members of the Overview and Scrutiny Commission**

Councillor Edger (Chairman)  
Councillor Thompson (Vice-Chairman)

Councillors Baily, Mrs Beadsley, Mrs Birch, Browne, Brunel-Walker, Finnie, Leake, McLean,  
Ms Whitbread and Worrall

**Substitute Members of the Commission**

Councillors Beadsley, Dudley, Kensall, Mrs Pile, Mrs Ryder, Mrs Shillcock and Simonds

**Church Representative Members\***

Mr G S Anderson and Mr M G Gibbons

**Parent Governor Representative Member\***

Mr I Sharland

**EMERGENCY EVACUATION INSTRUCTIONS**

**If you hear the alarm:**

- 1 Leave the building immediately**
- 2 Follow the green signs**
- 3 Use the stairs not the lifts**
- 4 Do not re-enter the building until told to do so**

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Alison Sanders, Director of Corporate Services  
Easthampstead House, Town Square, Bracknell, Berkshire RG12 1AQ

\* with voting rights in respect of education matters only.



INVESTOR IN PEOPLE

**THE OVERVIEW AND SCRUTINY COMMISSION**  
**17 January 2008 (7.30 pm)**  
**Council Chamber, Fourth Floor, Easthampstead House, Bracknell.**

**AGENDA**

- |   | <b>Page No</b> |
|---|----------------|
| <b>1. APOLOGIES FOR ABSENCE/ SUBSTITUTE MEMBERS</b><br>To receive apologies for absence and to note the attendance of any substitute Members.   |                |
| <b>2. MINUTES AND MATTERS ARISING</b><br>To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 22 November 2007.  | 1 - 6          |
| <b>3. DECLARATIONS OF INTEREST AND PARTY WHIP</b><br>Members are asked to declare any personal or prejudicial interest and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting.  |                |
| <b>4. URGENT ITEMS OF BUSINESS</b><br>Any other items which, pursuant to section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.  |                |
| <b><i>PERFORMANCE MONITORING</i></b>  |                |
| <b>5. EXTERNAL AUDIT ISSUES</b><br><b>A. EXTERNAL AUDITOR'S REPORT TO THOSE CHARGED WITH GOVERNANCE</b><br>To consider the External Auditor's report to those charged with governance.<br><b>B. EXTERNAL AUDIT FEE FOR 2007/08</b><br>To receive information on the External Audit Fee for 2007/08.   | 7 - 26         |
| <b>6. PERFORMANCE MONITORING REPORTS (PMR)</b><br>To consider the latest trends, priorities and pressures in terms of the second quarter (July to September) of 2007/08 as reported in the PMRs for:<br><br>a. The Chief Executive's Office and<br>b. The Corporate Services Department<br><br><b>Please bring the previously circulated Performance Monitoring Reports to the meeting. Copies are available on request and attached to this agenda if viewed online.</b> | 27 - 96        |
| <b>7. CORPORATE PERFORMANCE OVERVIEW REPORT (CPOR)</b><br>To consider the Chief Executive's Corporate Performance Overview Report for the second quarter (July to September) of 2007/08.  | 97 - 166       |

## ***BUDGET CONSULTATION***

8. **CORPORATE SERVICES BUDGET CONSULTATION** 167 - 222  
To consider Corporate Services draft budget proposals for 2008/09.
9. **THE COUNCIL'S BUDGET CONSULTATION** 223 - 224  
To consider the Council's draft budget proposals for 2008/09.  
(Please also refer to pages 167-217 under Item 8)

## ***OVERVIEW AND POLICY DEVELOPMENT***

10. **DRAFT REPORT OF THE MEDIUM TERM OBJECTIVES WORKING GROUP** 225 - 236  
To consider the draft report of the Medium Term Objectives Working Group.
11. **OVERVIEW AND SCRUTINY QUARTERLY PROGRESS REPORT** 237 - 244  
To note the report of the Assistant Chief Executive.
12. **UPDATES FROM PANEL CHAIRMEN**  
To receive verbal updates from Overview and Scrutiny Panel Chairmen and the Chairman of the Joint East Berkshire Health Overview and Scrutiny Committee.

## ***HOLDING THE EXECUTIVE TO ACCOUNT***

13. **EXECUTIVE FORWARD PLAN** 245 - 252  
Forthcoming items on the Executive Forward Plan of a corporate nature are attached for consideration.

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# Agenda Item 2

## OVERVIEW AND SCRUTINY COMMISSION 22 NOVEMBER 2007 (7.30 - 9.15 pm)

Present: Councillors Edger (Chairman) Baily, Mrs Beadsley, Browne, Finnie, Leake, McLean, Ms Whitbread and Worrall

Mr I Sharland (Parent Governor Representative)

Also Present: Councillor Birch, Executive Member for Adult Services, Health & Housing  
Councillor McCracken, Executive Member for Leisure, Corporate Services & Public Protection

Apologies for absence were received from:

Councillors Mrs Birch and Brunel-Walker.  
Mr G S Anderson (Church Representative)  
Mr M G Gibbons (Church Representative)

In attendance: Richard Beaumont, Head of Performance & Scrutiny  
Pat Keane, Chief Information Officer  
Lise Llewellyn, Berkshire East PCT – Chief Executive  
Alan Nash, Head of Finance  
Victor Nicholls, Assistant Chief Executive  
Priya Patel, Democratic Services Officer

### 37. Minutes & Matters Arising

**RESOLVED** that the minutes of the meeting of the Overview and Scrutiny Commission held on 13 September 2007 be agreed as a correct record and, signed by the Chairman.

Minute 29 – Urgent Items of Business - The Chairman commented that the Assistant Chief Executive had stated that it was important that reports were only tabled when absolutely necessary. This was key if the Overview and Scrutiny Commission was to perform its role properly. The Assistant Chief Executive assured members that he would be viewing all future Overview and Scrutiny agendas to ensure that papers were not tabled unless absolutely necessary.

Minute 30 – Performance Monitoring Report (PMR) – information had been requested about the member training budget, in terms of its size and usage. A response had not yet been provided.

Minute 34 – ICT Strategy – The Chief Information Officer attended to offer members an update on outstanding issues with their ICT equipment. The issues around the 'I doc.' software continued to be investigated and the ICT team would continue to work at resolving the problems. In terms of future ICT provision, proposals included supplying members with laptops that could be used in the new Council Chamber at the Civic Hub. The Chief Information Officer also proposed to report monthly to members on any issues around ICT, to ensure that members' needs were being met and they were kept well informed.

Members thanked the Chief Information Officer and the ICT Section for their work and support.

**38. Declarations of Interest and Party Whip**

There were no declarations of interest or indications that members would be participating whilst under the party whip.

**39. External Auditor's Report to those charged with Governance**

The Chairman informed the Commission that as the KPMG representative was unable to attend the meeting on this occasion, that this item be deferred until the next meeting of the Commission on 17 January 2008.

**40. Internal Audit Half Yearly Assurance Report**

The report before the Commission provided a summary of Internal Audit activity during the period April 2007 to September 2007. It covered work carried out by both the in-house resource and the Council's contractor Deloitte & Touche. The report provided an overall assurance opinion to the Council and its management for the first half of the year. The Head of Finance commented that the performance by Deloitte & Touche had improved significantly, and thanked the Commission for their intervention in that regard.

The Head of Finance reported that for the accounting period 2007/08 onwards the Audit Commission had appointed its own staff to undertake the Council's external audit. The Council had requested that KPMG be replaced with an alternative private sector firm, when responding to the consultation exercise. The rationale for this was that the Council had an excellent track record of working with private firms and the belief that private firms commercial outlook and experience would be beneficial to both the Council and its residents. Despite these representations the Audit Commission confirmed the appointment of its own staff. The reasoning was that this would be more efficient as the same team were undertaking the external audit of other bodies in the area and the Primary Care Trust in particular.

The expectation was that the new auditors would commence on site in January 2008. The appointment had also resulted in an increase in the Council's basic audit fee, potentially rising from £110,000 to £164,000. Part of this increase could be attributed to the one off risks associated with the transfer of the Council's housing stock to Bracknell Forest Homes. The Audit Commission had however, accepted that it was difficult to determine a precise fee whilst work associated with the 2006/07 audit was still being finalised. They had, therefore, agreed to submit a revised fee proposal once this had been concluded. The Council had reserved its position on the fee and planned to appeal against it if necessary.

Members queried the rate of responses to the Quality questionnaire detailed on page 30 of the report. It was noted that performance monitoring would be linked to these questionnaires and that this may lead to an increase in responses. The Commission asked that response rates be broken down by department in future reports, including the April – September 2007 response rates.

The Chairman asked that a report be brought to the next meeting of the Commission advising on the reasons for the increase in the External Audit fee.

Members noted that from the audit work undertaken during the period April – September 2007, the Head of Finance was of the opinion that the general system of internal controls in place at Bracknell Forest Borough Council accorded with proper practice, except for those specific areas, detailed in Appendix B of the report, where significant control weaknesses had been identified.

The Commission endorsed the proposed terms of reference for Internal Audit at Appendix C of the report, which had already been commented upon, by appointed members of the Commission.

#### 41. **Corporate Performance Overview Report (CPOR)**

The Assistant Chief Executive commented that 342 of the Council's 372 planned detailed actions were on target and highlighted the following key activities from the report before the Commission:

Paragraph;

- i) 3.1 – the public inquiry for the Compulsory Purchase and Road Closure Orders, would be held on 14 February 2008.
- ii) 3.6 – the British Crime Survey showed a reduction in the number of crimes recorded in the Borough.
- iii) 3.11 – the formal launch of the Grow Your Own Project at Legoland in September 2007, which promoted learning skills around regeneration.
- iv) 3.12 – significant progress had been made in meeting the key actions relating to vulnerable adults and older people.
- v) 3.17 – the performance on road accident casualties was of concern and this was being reviewed by an Overview and Scrutiny Working Group.

In summary, it was noted that overall performance against targets had been good.

Members queried the fall of 15% in recorded crime in the British Crime Survey and asked whether this fall was as a result of the changing definitions of crime or as a result of the under-reporting of crimes. The Assistant Chief Executive stated that there had been a real improvement in the indicators. The Home Office drafted targets that changed every two years and that this could have an impact on the way crime is reported.

In response to Members queries, the Head of Finance stated that a Head of Audit and Risk Management had now been recruited and would commence work in January 2008. Members queried whether a dedicated post was necessary, given the size of the organisation. The Head of Finance stated that it was important that risk management was embedded within all areas of the Council's work. Current resources were not adequate to regularly refresh the Risk Register, train Members and carry out all other audit activity.

Members raised concerns about the recent media coverage of substantial losses of personal data by Government departments. They sought assurance that the Council had procedures in place to prevent this from happening in Bracknell. The Assistant Chief Executive stated that the ICT security and protocol was in place and would be reviewed at two year intervals. In addition, the Council was subject to spot checks by the Information Commission. Members asked for clarification as to whether software was in place to identify unauthorised copying of data from Council computers.

#### 42. **Executive and Primary Care Trust (PCT) Responses to the Review of Healthcare Funding**

The Commission considered a report that detailed the responses of the Executive Member and Chief Executive of the Berkshire East PCT, to the report of the Review of Healthcare Funding Working Group. The Commission also noted the related letter from the Rt Hon Ben Bradshaw MP.

The Executive Member, Adult Services, Health and Housing reported that all points that had been raised in his letter had now been actioned. The Berkshire East PCT were offering their full co-operation and relations between the Council and the PCT were strong. He reported that the terms of reference for the Health and Social Care Partnership Board had now been updated. The Board was chaired alternately by the Council and the PCT, and the PCT's Locality Director for Bracknell Forest was a valued member of the team.

The Commission queried PCT funding arrangements referred to on page 116 of the agenda papers. The Executive Member stated that this was an area in which he and the Commission needed to remain vigilant. If for any reason the PCT were to change their funding arrangements, Members would need to keep a close eye on this.

The Executive Member informed Members that if they wished to learn more about formulas around National Health funding and other related information, the Department of Health's website provided a good starting point.

The Chief Executive of the Berkshire East PCT was welcomed to the meeting by the Chairman. She reported that the funding formula that impacted PCT's most significantly was centred on indices of deprivation. This usually led to debates around deprivation between northern and southern PCT's. In addition the Government's formula for the provision of funding to GP practices was based on the number of people registered with a GP. This was currently creating pressures on Slough budgets, as in Slough it was apparent that there was a large number of the population that had not been registered by public services. It was likely that this could be largely attributed to the influx of Polish communities. It was critically important that local authorities encouraged their populations to register with their GP, to avoid these pressures on budgets.

The Commission sought assurance that Bracknell Forest would not suffer as a result of budget pressures in Slough. The Berkshire East PCT Chief Executive, assured members that this would not happen, she would be lobbying the Government about the budget pressures in Slough and seeking increased funding for that Borough.

The Executive Member stated that the Council had a mutual responsibility with the PCT to ensure that it used every available mechanism to ensure that Bracknell Forest residents registered with their GP. Members suggested using the Electoral Roll or Council tax forms to ensure that residents were registered with their local GP's. The Commission asked that the Health Overview and Scrutiny Panel maintain a close monitor on this.

The Berkshire East PCT Chief Executive commented that her letter to the Commission's Chairman contained an error concerning the historical funding for Bracknell Forest.

The Chairman thanked the Executive Member and the PCT Chief Executive for their responses and attendance at the Commission's meeting.

#### **43. Draft Report of the Health and Well Being Strategy Working Group**

The Commission considered the draft report by a working group of the Health Overview and Scrutiny Panel, on the Borough's Health and Well-Being Strategy.

Councillor Leake, the lead Member of the Working Group had a positive outcome as their comments had been incorporated into the final Strategy. The case demonstrated



that Overview and Scrutiny can make a good contribution to policy development and he thanked the Executive Member and officers for their co-operation with the review.

Councillor Birch, Executive Member for Adult Services, Health and Housing stated that the Strategy would be a living document and that he welcomed the continued input to it by Overview and Scrutiny.

The Commission agreed to accept and note the report of the Health and Well-Being Strategy Working Group and referred it back to the Health Overview and Scrutiny Panel to formally adopt the report and to keep the Strategy under review.

**44. Draft Report of the Medium Term Objectives Working Group**

The Commission agreed to defer this item to the next meeting of the Commission on 17 January 2008, by which time the Executive would have made responses to the Working Group's preliminary views.

**45. Neighbourhood Action Groups**

The Commission considered a report that detailed the changes that had been proposed to the neighbourhood consultation process (in particular the Neighbourhood Action Groups or NAGs) and provided an update on the current situation with regard to neighbourhood engagement.

The Assistant Chief Executive reported that over the last year, attendance at the Neighbourhood Forums had been very patchy, ranging from 3 to 20 people. At best, there had been around 60-70 people at a meeting. There had been some concern expressed that where there were small numbers of people in attendance, that their views could not be considered as representative of the local community. The NAGs continued to be a good mechanism of gauging local issues, but arrangements needed to be kept under review. The NAGs had also been deemed as a positive mechanism for consultation by the CPA. The Assistant Chief Executive reported that there had been 1576 responses to the recent questionnaire sent to all households, to further inform service planning. The most frequently raised concerns included speeding, car parking and anti-social behaviour.

Some Members expressed the view that in some areas the attendance at NAGs was appalling and wasteful of resources. Whilst some NAGs were seen to be doing useful work, there were also some concerns that the NAGs were duplicating the work of Parish and Town councils in some instances. One Member highlighted that a NAG had taken place in a location outside the boundaries of its community, it was important that venues were chosen carefully.

The Commission noted that the structure of neighbourhood engagement was a central government requirement and asked that the Assistant Chief Executive report Members' comments about NAGs to the Chief Executive. The Commission also asked that the responses to the recent residents' questionnaires be notified to them.

**46. Updates From Panel Chairmen**

Lifelong Learning and Children's Services Overview and Scrutiny Panel

Working groups had been set up and school visits would take place in early December 2007.

Adult Social Care and Housing Overview and Scrutiny Panel

The following three working groups had been set up; Carers, Social Care and Modernisation and Care Homes. Visits to care homes had been arranged.

#### Health Overview and Scrutiny Panel

The Health and Well-Being Working Group had completed its work and the Patient Focus Working Group, was progressing well. A particular aspect of service delivery that the latter working group was focussing upon was GP related services delivered to patients. This was an area that needed to be kept under review as a result of concerns about resources.

#### Environment and Leisure Overview and Scrutiny Panel

Street Cleaning and Waste working groups had been set up. These working groups included representatives from Town and Parish councils as well as from the Council.

#### 47. **Executive Forward Plan**

The Commission considered forthcoming items on the Executive Forward Plan that were of a corporate nature. The Chairman stated that all of the items detailed in the report were either under discussion or had been discussed already by the Commission.

The Chairman asked that Democratic Services ensure that Scrutiny Panel meeting dates were arranged in future to coincide with the budget 'consultation window' allowing sufficient time for members to study budget papers before Panel meetings were held.

**CHAIRMAN**



INFRASTRUCTURE, GOVERNMENT AND  
HEALTHCARE

## External Audit: Audit Memorandum – Report to those charged with governance

Bracknell Forest Borough  
Council

September 2007

AUDIT

# Content

The contacts at KPMG in connection with this report are:		Page
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<b>Jo Lees</b> Audit Manager KPMG LLP (UK)	<b>Accounts and Statement on Internal Control</b>	6
Tel: 0207 311 1367 Fax: 020 7311 4121 Joanne.lees@kpmg.co.uk	<ul style="list-style-type: none"> <li>● Introduction</li> <li>● Accounts production</li> <li>● Opinions and certificates</li> </ul>	
<b>Anwer Qadir</b> Assistant Manager KPMG LLP (UK)	<b>Appendices</b>	8
Tel: 020 7311 6627 Fax: 020 7311 4121 Mohammed.qadir@kpmg.co.uk	<ol style="list-style-type: none"> <li>1. Draft use of resources conclusion</li> <li>2. Draft audit report</li> <li>3. Audit differences</li> <li>4. 2006/07 accounts performance improvement observations</li> <li>5. Follow-up of 2005/06 performance improvement observations</li> <li>6. Audit reports produced in 2006/07</li> <li>7. ISA 260 Declaration of independence and objectivity</li> <li>8. Audit fee</li> <li>9. Management representations letter</li> </ol>	
<p>This report is addressed to the Council and has been prepared for the sole use of the Council. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled Statement of Responsibilities of Auditors and Audited Bodies. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.</p> <p>External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.</p> <p>If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Greg McIntosh who is the engagement director to the Council, telephone 020 7311 6449 email greg.mcintosh@kpmg.co.uk who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e mail to: complaints@audit-commission.gov.uk. Their telephone number is 0844 798 3131, textphone (minicom) 020 7630 0421.</p>		

## Section one

# Introduction

### **Purpose of this document**

The Audit Commission's Code of Audit Practice (the Code) requires us to provide a summary of the work we have carried out to discharge our statutory audit responsibilities together with any governance issues we have identified. We report to those charged with governance (in this case the Executive).

We are also required to comply with an International Standard on Auditing which sets out our responsibilities for communicating with those charged with governance (ISA260).

This report meets the requirements of the Code and the ISA260. It summarises, for the benefit of the Executive of Bracknell Forest Borough Council (the Council), the key issues identified during the course of our audit of the financial statements for the year ended 31 March 2007. It has been prepared for presentation to the Executive on 18 September 2007.

This report does not duplicate significant matters previously communicated to those charged with governance. A summary of the reports issued in the year to date is set out in Appendix 6. Once we have finalised our opinions and conclusions we will prepare our Annual Audit and Inspection Letter (jointly with your Audit Commission Relationship Manager) to close our audit work for the 2006/07 year.

### **Respective responsibilities of the appointed auditor and the audited body**

#### *Use of Resources*

The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources and regularly reviewing the adequacy and effectiveness of these arrangements.

Our responsibility is to satisfy ourselves that the Council has put in place proper arrangements by reviewing and, where appropriate, examining evidence that is relevant to its corporate performance management, and also its financial management arrangements and reporting on these arrangements.

Based upon this we have concluded that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Our findings are set out in more detail in section two of this report and our proposed conclusion is set out in Appendix 1.

#### *Accounts and Statement on Internal Control*

The Council is responsible for putting into place systems of internal control to ensure the regularity and lawfulness of transactions, to maintain proper accounting records and to prepare financial statements that present fairly its financial position and its expenditure and income for the relevant financial year. The Council is also responsible for preparing and publishing with its financial statements a statement on internal control.

We have not identified any issues in the course of the audit that are considered to be material. We therefore propose to issue an unqualified audit opinion. Our findings are set out in more detail in section three of this report and our proposed opinion on the accounts is presented in Appendix 2.

#### *Reports*

We have a duty under section 8 of the Audit Commission Act 1998 to consider whether, in the public interest, to report on any matter that comes to their attention in the course of the audit in order for it to be considered by the body concerned or brought to the attention of the public.

We did not issue a report in the public interest in 2006/07.

#### *Certificate*

We are required to certify that we have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice. If there are any circumstances under which we cannot issue a certificate, then we are required to report them to those charged with governance and to issue a draft opinion on the financial statements.

There are no issues that have come to our attention during the course of the audit that would cause us to delay the issue of our certificate of completion of the audit.

Section two  
**Introduction**

**Audit status**

At the date of issue of this memorandum our detailed audit work is substantially complete.  
We now require from you a signed management representation letter, as set out in Appendix 9.

**Declaration of independence and objectivity**

In relation to the audit of the financial statements of Bracknell Forest Borough Council for the financial year ending 31 March 2007, we confirm that there were no relationships between KPMG LLP and the Council, its directors and senior management and its affiliates that we consider may reasonably be thought to bear on the objectivity and independence of the audit engagement lead and audit staff. We also confirm that we have complied with Ethical Standards and the Audit Commission's requirements in relation to independence and objectivity.

We have set out a more detailed declaration of our independence and objectivity in Appendix 7 in accordance with ISA 260.

**Fees**

Our fee for the audit is £155k. This has been contained within the totals agreed with you in our audit plan. We have not performed any other non-audit work.

<b>Audit status</b>			
At the date of issue of this memorandum our detailed audit work is substantially complete. We now require from you a signed management representation letter, as set out in Appendix 9.			
<b>Declaration of independence and objectivity</b>			
In relation to the audit of the financial statements of Bracknell Forest Borough Council for the financial year ending 31 March 2007, we confirm that there were no relationships between KPMG LLP and the Council, its directors and senior management and its affiliates that we consider may reasonably be thought to bear on the objectivity and independence of the audit engagement lead and audit staff. We also confirm that we have complied with Ethical Standards and the Audit Commission's requirements in relation to independence and objectivity.			
We have set out a more detailed declaration of our independence and objectivity in Appendix 7 in accordance with ISA 260.			
<b>Fees</b>			
Our fee for the audit is £155k. This has been contained within the totals agreed with you in our audit plan. We have not performed any other non-audit work.			

Section two  
**Use of resources**

**We are required to be satisfied that you have put proper arrangements in place to secure economy, efficiency and effectiveness in your use of resources. We reach this conclusion by considering the arrangements that you have in place against each of the Code of Audit Practice (Code) criteria and how effectively they have operated throughout the year. Based upon this we have concluded that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources.**

**Introduction**

Within our audit plan we outlined the various work streams we use to assess whether you have appropriate arrangements in place to ensure that your resources are deployed effectively. Our overall assessment has been based on your self assessment, our cumulative audit knowledge and specific work undertaken to assess adequacy of arrangements.

**Conclusion on arrangements for securing value for money**

Our assessment considers the arrangements that you have in place against specific criteria developed by the Audit Commission under the Code of Audit Practice. We have set these out below, along with our assessment of whether we believe that your arrangements in these areas are adequate. We have not raised any further performance improvement observations in this area.

Corporate performance & financial management arrangements	Code criteria	Adequate arrangements in place?
Arrangements for establishing strategic & operational objectives. Arrangements for determining policy & making decisions.	<b>1.</b> The body has put in place arrangements for setting, reviewing and implementing its strategic and operational objectives.	✓
Arrangements for ensuring that services meet the needs of users & taxpayers & for engaging with the wider community.	<b>2.</b> The body has put in place channels of communication with service users and other stakeholders including partners, and there are monitoring arrangements to ensure that key messages about services are taken into account.	✓
Arrangements for monitoring & reviewing performance, including arrangements to ensure data quality.	<b>3.</b> The body has put in place arrangements for monitoring and scrutiny of performance, to identify potential variances against strategic objectives, standards and targets, for taking action where necessary, and reporting to members.	✓
	<b>4.</b> The body has put in place arrangements to monitor the quality of its published performance information, and to report the results to members.	✓
Arrangements for ensuring compliance with established policies, procedures, laws & regulations.	<b>5.</b> The body has put in place arrangements to maintain a sound system of internal control.	✓
Arrangements for identifying, evaluating & managing operational & financial risks & opportunities, including those arising from involvement in partnerships & joint working	<b>6.</b> The body has put in place arrangements to manage its significant business risks.	✓

Section two  
**Use of resources**

Corporate performance & financial management arrangements	Code criteria	Adequate arrangements in place?
Arrangements for ensuring compliance with the general duty of best value	7. The body has put in place arrangements to manage and improve value for money.	✓
Arrangements for managing its financial & other resources, including arrangements to safeguard the financial standing of the audited body.	8. The body has put in place a medium-term financial strategy, budgets and a capital programme that are soundly based and designed to deliver its strategic priorities.	✓
Arrangements for managing its financial & other resources, including arrangements to safeguard the financial standing of the audited body.	9. The body has put in place arrangements to ensure that its spending matches its available resources.	✓
Arrangements for managing its financial & other resources, including arrangements to safeguard the financial standing of the audited body.	10. The body has put in place arrangements for managing performance against budgets.	✓
	11. The body has put in place arrangements for the management of its asset base.	✓
Arrangements for ensuring that the audited body's affairs are managed in accordance with proper standards of conduct, & to prevent & detect fraud & corruption	12. The body has put in place arrangements that are designed to promote and ensure probity and propriety in the conduct of its business.	✓

**Use of Resources Assessment**

We have set out below the results of your 2006/07 Use of Resources Assessment, the results of which contribute to the value for money opinion we give you.

Key line of enquiry	Score	How findings have been reported
Financial Reporting	3	This work was undertaken in September 2006 and the score finalised in January 2007, with a report to management in February 2007.
Financial Management	3	
Financial Standing	3	
Internal Control	3	
Value for Money	3	

The results of the assessment indicate that you are performing consistently above the minimum requirements.

**Other work**

If we are asked to do so, or if we identify a need for it, as auditors we are expected to perform other work as necessary to meet our responsibilities under the Audit Code of Practice. During 2006/07, we did not undertake any such work.



# Accounts and Statement on Internal Control

**We have now completed the audit in line with the deadline. We have not identified any issues in the course of the audit that are considered to be material. On receiving your management representations letter we therefore propose to issue an unqualified audit opinion on 28 September 2007. We have also provided you with a summary of the accounts production process.**

## Introduction

The tasks we perform in our review of your financial statements are split between those which are undertaken before, during and after the accounts production. We have summarised them below:

Work Performed	Accounts production stage		
	Before	During	After
<b>1. Business Understanding:</b> review your operations.	✓	✓	-
<b>2. Controls:</b> assess the control framework.	✓	-	-
<b>3. Prepared by client list:</b> issue our prepared by client request.	✓	-	-
<b>4. Accounting standards:</b> agree the impact of any new accounting standards.	✓	✓	-
<b>5. Accounts Production:</b> review the accounts production process.	✓	✓	✓
<b>6. Testing:</b> test and confirm material or significant balances and disclosures.	-	✓	-
<b>7. Representations &amp; opinions :</b> seek and provide representations before issuing our opinions.	✓	✓	✓

We reported on the work we performed relating to the pre-accounts production stage as part of our interim audit. Below we focus on stages five and six which we perform post-accounts production:

## Accounts Production

Your accounts production process is assessed as part of our UoR assessment. As part of the initial feedback on this process we have considered the production process against three criteria:

Element	Commentary
Completeness of draft accounts	We were provided with a full set of draft accounts ahead of the statutory deadline. All primary statements, supporting notes and disclosures were included.
Quality of supporting working papers	As in previous years, we found the quality of supporting working papers to be high. All working papers were available at the start of our audit fieldwork.
Response to audit queries	All queries in relation to the audit were dealt with efficiently and effectively.

As a result of the above we have not raised any performance improvement observations in relation to the accounts audit. Performance improvement observations not yet implemented from the 2005/06 audit are detailed at Appendix 5.

## Accounts and Statement on Internal Control (continued)

In accordance with ISA 260 we are required to communicate any uncorrected audit differences to the Executive. We are also required to report any material misstatements which have been corrected by management and which we believe should be communicated to the Executive to help you meet your governance responsibilities.

We have enclosed a summary of both the corrected and uncorrected audit differences in Appendix 3.

### Opinions and Representations

As part of the financial statements finalisation process we are required to provide you with representations concerning our independence and ability to act as your auditors. We have provided this at Appendix 7.

You are required to provide us with representations on specific matters such as your financial standing and whether the transactions within the accounts are legal and unaffected by fraud. We provided a draft of this representation letter to the Borough Treasurer on 17 September 2007. We have also included a copy of this within Appendix 9. As far as we are aware there are no areas where management is reluctant to make the representations that we have requested. Once we have received your representations as outlined above we will proceed to issuing our audit opinion.

Except for our commentary above, we do not have any other matters that we wish to draw to your attention before we issue our opinions.

### Compliance with ISA260 Reporting Requirements

ISA260 requires us to communicate to those charged with governance "audit matters of governance interest that arise from the audit of the financial statements".

We have included within this Audit Memorandum:

- our views about the qualitative aspects of your accounting practices and financial reporting (Section Three);
- details of any expected modifications to our report (Appendix 2);
- details of any uncorrected misstatements within the financial statements (Appendix 3); and
- the final draft of the management representations letter (Appendix 9).

▪ We are also required to report:

- any material weaknesses in internal control identified during the audit;
- any matters specifically required by other ISAs (UK and Ireland) to be communicated to those charged with governance; and
- any other audit matters of governance interest.

There are no others matters which we wish to draw to the attention of those charged with governance.

## Appendix 1: Draft use of resources conclusion

### Conclusion on arrangements for securing economy, efficiency and effectiveness in te use of resources

#### Authority's Responsibilities

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to regularly review the adequacy and effectiveness of these arrangements.

Under the Local Government Act 1999, the Authority is required to prepare and publish a best value performance plan summarising the authority's assessment of its performance and position in relation to its statutory duty to make arrangements to ensure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

#### Auditor's Responsibilities

We are required by the Audit Commission Act 1998 to be satisfied that proper arrangements have been made by the Authority for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires us to report to you our conclusion in relation to proper arrangements, having regard to relevant criteria specified by the Audit Commission for principal local authorities. We report if significant matters have come to our attention which prevent us from concluding that the Authority has made such proper arrangements. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We are required by section 7 of the Local Government Act 1999 to carry out an audit of the Authority's best value performance plan and issue a report:

- certifying that we have done so;
- stating whether we believe that the plan has been prepared and published in accordance with statutory requirements set out in section 6 of the Local Government Act 1999 and statutory guidance; and
- where relevant, making any performance improvement observations under section 7 of the Local Government Act 1999.

#### Conclusion

We have undertaken our audit in accordance with the Code of Audit Practice and we are satisfied that, having regard to the criteria for principal local authorities specified by the Audit Commission, in all significant respects, Bracknell Forest Borough Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2007.

#### Best Value Performance Plan

We issued our statutory report on the audit of the authority's best value performance plan for the financial year 2006/07 on 28 September 2007. We did not identify any matters to be reported to the authority and did not make any performance improvement observations on procedures in relation to the plan.

#### Certificate

We certify that we have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

KPMG LLP  
Chartered Accountants  
London

## Appendix 2: Draft audit report

### Independent auditors' report to the Members of Bracknell Forest Borough Council

#### Opinion on the financial statements

We have audited the financial statements of Bracknell Forest Borough Council for the year ended 31 March 2007 under the Audit Commission Act 1998, which comprise the Explanatory Foreword, the Income and Expenditure Account, the Statement of Movement on the General Fund Balance, the Statement of Total Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement, the Housing Revenue Income and Expenditure Account, the Statement of Movement on the Housing Revenue Account Balance, the Collection Fund, and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to Bracknell Forest Borough Council, as a body, in accordance with Part II of the Audit Commission Act 1998. Our audit work has been undertaken so that we might state to Bracknell Forest Borough Council, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Bracknell Forest Borough Council, as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of the Chief Finance Officer and auditors

The Chief Finance Officer's responsibilities for preparing the financial statements, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2006 are set out in the Statement of Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements present fairly the financial position of [name of Council] in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2006.

We review whether the Statement on Internal Control reflects compliance with CIPFA's guidance The Statement on Internal Control in Local Government: Meeting the Requirements of the Accounts and Audit Regulations 2003 published in April 2004. We report if it does not comply with proper practices specified by CIPFA or if the statement is misleading or inconsistent with other information we are aware of from our audit of the financial statements. We are not required to consider, nor have we considered, whether the statement on internal control covers all risks and controls. We are also not required to form an opinion on the effectiveness of the Authority's corporate governance procedures or its risk and control procedures.

#### Basis of audit opinion

We conducted our audit in accordance with the Audit Commission Act 1998, the Code of Audit Practice issued by the Audit Commission and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Authority in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Authority's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

#### Opinion

In our opinion:

The financial statements present fairly, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2006, the financial position of the Authority as at 31 March 2007 and its income and expenditure for the year then ended.

KPMG LLP  
Chartered Accountants  
London

## Appendix 3: Audit differences

We are required by *ISA (UK and Ireland) 260 Communication of Audit Matters to Those Charged with Governance* to communicate all uncorrected misstatements, other than those that we believe are clearly trivial, to the Executive. We are also required to report all material misstatements that management has corrected but that we believe should be communicated to the Executive to assist it in fulfilling its governance responsibilities.

This appendix sets out the audit differences that we identified following the completion of our audit of Bracknell Forest Borough Council for the year ended 31 March 2007.

### Uncorrected audit differences

During the course of our audit of the financial statements, we have not identified any audit differences that have an effect on the reported financial position of the Council that have not been corrected.

### Corrected audit differences

We have not identified any significant audit differences during our audit of the financial statements.


## Appendix 4: Accounts performance improvement observations

We have not raised any new performance improvement observations as a result of our audit work on the financial statements.


## Appendix 5: Prior year performance improvement observations

This appendix summarises the progress made to implement the performance improvements that we identified in our previous reports. We have given each of our observations a risk rating (as explained in Appendix 4). In summary:

Year	Number of performance improvement observations that were:		
	Included in original report	Implemented in year or superseded	Remain outstanding (re-iterated below)
2005-06 Audit Memo	1	1	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

## Appendix 6: Audit reports produced

This report does not duplicate significant matters previously communicated to those charged with governance. A summary of the reports issued in the year to date is set out below.

Report	Date issued
Audit Plan	May 2006
Data Quality	30 November 2007
Use of Resources	26 February 2007
Interim report	31 May 2007




## Appendix 7: ISA 260 Declaration of independence and objectivity

### Declaration of Independence and Objectivity 2006/07

Auditors appointed by the Audit Commission must comply with the *Code of Audit Practice* (the Code) which states that:

“Auditors and their staff should exercise their professional judgement and act independently of both the Audit Commission and the audited body. Auditors, or any firm with which an auditor is associated, should not carry out work for an audited body, which does not relate directly to the discharge of auditors’ functions, if it would impair the auditors’ independence or might give rise to a reasonable perception that their independence could be impaired”

In considering issues of independence and objectivity we consider relevant professional, regulatory and legal requirements and guidance, including the provisions of the Code, the detailed provisions of the Statement of Independence included within the Audit Commission’s *Annual Letter of Guidance and Standing Guidance* (Audit Commission Guidance) and the requirements of APB Ethical Standard 1 *Integrity, Objectivity and Independence* (‘Ethical Standards’).

The Code states that, in carrying out their audit of the financial statements, auditors should comply with auditing standards currently in force, and as may be amended from time to time. Audit Commission Guidance requires appointed auditors to follow the provisions of ISA (UK & I) 260 *Communication of Audit Matters with Those Charged with Governance* that are applicable to the audit of listed companies. This means that the appointed auditor must disclose in writing:

- Details of all relationships between the auditor and the client, its directors and senior management and its affiliates, including all services provided by the audit firm and its network to the client, its directors and senior management and its affiliates, that the auditor considers may reasonably be thought to bear on the auditor’s objectivity and independence;
- The related safeguards that are in place; and
- The total amount of fees that the auditor and the auditor’s network firms have charged to the client and its affiliates for the provision of services during the reporting period, analysed into appropriate categories, for example, statutory audit services, further audit services, tax advisory services and other non-audit services. For each category, the amounts of any future services which have been contracted or where a written proposal has been submitted are separately disclosed.

Appointed auditors are also required to confirm in writing that they have complied with Ethical Standards and that, in the auditor’s professional judgement, the auditor is independent and the auditor’s objectivity is not compromised, or otherwise declare that the auditor has concerns that the auditor’s objectivity and independence may be compromised and explaining the actions which necessarily follow from his. These matters should be discussed with the Executive.

Ethical Standards require us to communicate to those charged with governance in writing at least annually all significant facts and matters, including those related to the provision of non-audit services and the safeguards put in place that, in our professional judgement, may reasonably be thought to bear on our independence and the objectivity of the Audit Partner and the audit team.

### General procedures to safeguard independence and objectivity

KPMG’s reputation is built, in great part, upon the conduct of our professionals and their ability to deliver objective and independent advice and opinions. That integrity and objectivity underpins the work that KPMG performs and is important to the regulatory environments in which we operate. All partners and staff have an obligation to maintain the relevant level of required independence and to identify and evaluate circumstances and relationships that may impair that independence.

Acting as an auditor places specific obligations on the firm, partners and staff in order to demonstrate the firm’s required independence. KPMG’s policies and procedures regarding independence matters are detailed in the Ethics and Independence Manual (‘the Manual’). The Manual sets out the overriding principles and summarises the policies and regulations which all partners and staff must adhere to in the area of professional conduct and in dealings with clients and others.

**Appendix 7: ISA 260 Declaration of independence and objectivity (continued)**

KPMG is committed to ensuring that all partners and staff are aware of these principles. To facilitate this, a hard copy of the Manual is provided to everyone annually. The Manual is divided into two parts. Part 1 sets out KPMG's ethics and independence policies which partners and staff must observe both in relation to their personal dealings and in relation to the professional services they provide. Part 2 of the Manual summarises the key risk management policies which partners and staff are required to follow when providing such services.

All partners and staff must understand the personal responsibilities they have towards complying with the policies outlined in the Manual and follow them at all times. To acknowledge understanding of and adherence to the policies set out in the Manual, all partners and staff are required to submit an annual Ethics and Independence Confirmation. Failure to follow these policies can result in disciplinary action.

**Auditor Declaration**

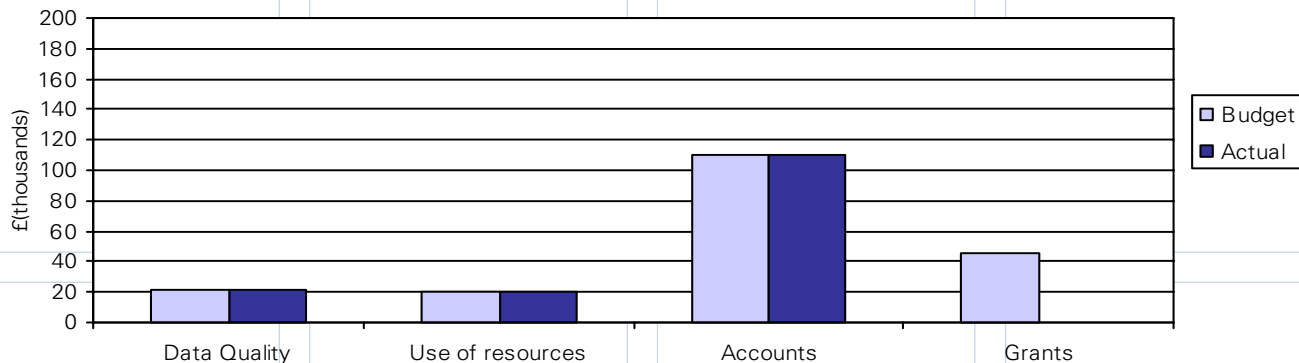
In relation to the audit of the financial statements of Bracknell Forest Borough Council for the financial year ending 31 March 2007, we confirm that there were no relationships between KPMG LLP and the Council, its directors and senior management and its affiliates that we consider may reasonably be thought to bear on the objectivity and independence of the audit engagement partner and audit staff. We also confirm that we have complied with Ethical Standards and the Audit Commission's requirements in relation to independence and objectivity.

Details of our fees for the financial year are given in Appendix 8.


## Appendix 8 – audit fee

This section summarises our overall arrangements for delivering your external audit in 2006/07. To make sure that there is openness between us and your Audit Committee about the extent of our fee relationship with you, we have summarised below the out-turn against the 2006/07 agreed external audit fee:

### External audit fee for 2006/07



We have completed our work in respect of data quality, use of resources and the accounts within the budget as set out in our audit plan. We are yet to complete our work in respect of the 2006/07 grant claims, and therefore cannot provide an outturn figure. Our fee in 2005/06 was £150k, excluding grants.

## Appendix 9: Draft management representation letter

Dear KPMG LLP,

We understand that auditing standards require you to obtain representations from management on certain matters material to your opinion. Accordingly we confirm to the best of our knowledge and belief, having made appropriate enquiries of other members of the Council, the following representations given to you in connection with your audit of the financial statements for Bracknell Forest Borough Council for the year ended 31 March 2007.

All the accounting records have been made available to you for the purpose of your audit and the full effect of all the transactions undertaken by Bracknell Forest Borough Council has been properly reflected and recorded in the accounting records in accordance with agreements, including side agreements, amendments and oral agreements. All other records and related information, including minutes of all management and Board meetings, have been made available to you.

We confirm that we have disclosed all material related party transactions relevant to the Council and that we are not aware of any other such matters required to be disclosed in the financial statements, whether under FRS 8 or other requirements.

We confirm that we are not aware of any actual or potential non-compliance with laws and regulations that would have had a material effect on the ability of the Council to conduct its business and therefore on the results and financial position to be disclosed in the financial statements for the year ended 31 March 2006.

We acknowledge that we are responsible for the fair presentation of the financial statements in accordance with the Local Government Statement of Recommended Practice ("SORP") and wider UK accounting standards. We have considered and approved the financial statements.

We confirm that we:

- understand that the term "fraud" includes misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets. Misstatements resulting from fraudulent financial reporting involve intentional misstatements or omissions of amount or disclosures in financial statements to deceive financial statement users. Misstatements resulting from misappropriation of assets involve the theft of an entity's assets, often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorisation;
- are responsible for the design and implementation of internal control to prevent and detect fraud and error;
- have disclosed to you our knowledge of fraud or suspected fraud affecting the Council involving:
  - management;
  - employees who have significant roles in internal control; or
  - others where the fraud could have a material effect on the financial statements.
- have disclosed to you our knowledge of any allegations of fraud, or suspected fraud, affecting the Council's financial statements communicated by employees, former employees, analysts, regulators or others;
- have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

We confirm that the presentation and disclosure of the fair value measurements of material assets, liabilities and components of equity are in accordance with applicable reporting standards. The amounts disclosed represent our best estimate of fair value of assets and liabilities required to be disclosed by these standards. The measurement methods and significant assumptions used in determining fair value have been applied on a consistent basis, are reasonable and they appropriately reflect our intent and ability to carry out specific courses of action on behalf of the Council where relevant to the fair value measurements or disclosures.

We confirm that there are no other contingent liabilities, other than those that have been properly recorded and disclosed in the financial statements. In particular:

- there is no significant pending or threatened litigation, other than that already disclosed in the financial statements; and
- there are no material commitments or contractual issues, other than those already disclosed in the financial statements.

## Appendix 9: Draft management representation letter (continued)

Finally, no additional significant post balance sheet events have occurred that would require additional adjustment or disclosure in the financial statements, over and above those events already disclosed.

This letter was tabled at the meeting of the Executive on 18 September 2007.

Yours faithfully

Chris Herbert, Borough Treasurer

On behalf of the Executive




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**Performance  
Monitoring Report**

for

**Corporate Services  
Department**

**2nd quarter 2007/08**

Portfolio Holder: Cllr Iain McCracken  
Director: Alison Sanders

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## **Section One: Executive Summary**

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This is the second Corporate Services' Performance Monitoring Report for 2007/08. The report focuses on the progress made by the Department during the second three months of this year from July to the end of September 2007 against the objectives, actions and performance targets set out in the Department's Service Plan 2007/08.

I would like to draw attention to the following highlights from the first quarter:



- Consultation work on the Community Cohesion Strategy is now complete and the results are being analysed.
- The Draft Race Equality Scheme has been prepared and agreed for consultation.
- Completion and costing of many of the work-streams and business cases required for the new Civic Centre. The initial designs for the new Council Chamber have now been consulted on and agreed.
- Continuing support for the Town Centre regeneration project, particularly in respect of Legal and Property Management.
- Continuing to implement the Customer Contact Strategy in particular developing the programme of work for the next three years. The current year's programme includes telephony, customer self-service and grounds maintenance.
- The Customer Relationship Management contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by CMT on the 5 September 07 and the members Customer Contact Monitoring group on the 27 September 07.
- Considerable progress has been made on the project to transfer the housing stock to Bracknell Forest Homes. Corporate Services are co-ordinating this project across the Council.
- Finalisation of the Code of Conduct for Members and officers following changes to the statutory model code. Training delivered on this for Members. The interim inspection for the Members' charter was very positive and our direction of travel has been approved.
- Preparations are underway for the 2008/09 budget and beyond with a range of projects identified under the 'Balancing the Budget' programme to address the forecast budget gap of £6.2m over the next 3 years.
- The latest budget monitoring report was submitted to CMT in September and projected an overspend of £0.6m in 2007/08. This is a significant improvement on the position being reported at this time last year and indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process 2007/08 or changes to service provision.
- Completion of access audits in all Council buildings in order to inform a programme of improvements for disabled customers and staff. We have achieved 35.7% accessibility in our buildings and the audits have allowed us to plan to increase this to over 50% within a year.
- The Partnership Toolkit has been approved by CMT. A review of existing partnerships against the Toolkit will commence shortly.
- Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities. A schedule of Joint Agreements and financial provisions have now been prepared.
- The post of Head of Audit and Risk Management has now been filled although the new post holder will be unable to start work until 2008.
- Improvements to on-line payment software. In the 6 months from April to September 07, there were 15,208 payments online with a total value of £2.1m (in the same period 2006: 13,462 payments online with a total value of £1.8m).




- The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 6 months from April to September 07 there were 1160 payments of council tax with a total value of £171k. This successful project has been the case study for a system supplier, Capita Business Services.
- Increased efficiency achieved by implementing corporate contracts to achieve procurement savings. Including:
  - award of Home to School Transport and taxi contracts agreed by the Executive on 24 July - contracts now implemented;
  - building cleaning contract awarded and due to commence on 1 November. Annual saving of £90,000 anticipated (including 4 schools);
  - banking contract currently being advertised, tenders are due to be returned by 29<sup>th</sup> October;
  - Heath Lambert appointed as insurance brokers from the 1<sup>st</sup> October and initial preparation underway for the re-tender of the Council's insurances, which are due for renewal on 1 April 2008.
- Finalising the staffing structures for the unified Learning & Development team, now in a position to fully implement the corporate training programme.
- Significant work, including trades unions discussions to bring those employees currently on local contract conditions into the mainstream of Council terms.
- Continuing to upgrade and modernise recruiting methods, for example online psychometric testing, competence-based interviews.

## Section Two: Progress against Service Plan

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The Corporate Services Department Service Plan contains 96 detailed actions to be completed in support of the 12 Corporate Themes for 2007/08. Annex A provides information on progress against each of these detailed actions; overall 93 actions are anticipated to be achieved or already have been achieved , whilst only 3 are causing some concern .

Progress on some of the more critical actions is positive, particularly in respect of Bracknell Forest Homes, where implementation is progressing in accordance with the plan and timetable for this project.

The actions that are  relate to risk management, where progress has been hindered by the inability to recruit a suitable candidate for the post of Head of Audit & Risk Management for a second time. An offer has now been made although the person is unlikely to be able to take up their duties until 2008. The Council's insurers have been asked to assist with the risk management training programme for Members and staff, to enable a refresh of the Corporate Risk Register.

### Transport

On 24 July 2007 the Executive awarded the statutory home to school transport contracts, consisting of special educational needs, mainstream, learning and literacy and pupil referral unit transport to six suppliers. Since contract award the primary focus for the Integrated Transport Unit (ITU) has been the implementation of these contracts from the first day of the new academic year in September. Whilst some issues arose during implementation the actual number of complaints received has been small and compares favourably with the start of the academic year in previous years. Individual meetings have been held with parents to address their specific concerns and wider discussions have been held via the Dialogue Group and other fora. A small working group is being set up to build on these relationships and to assist with the monitoring and continuing improvement of home to school transport services.

Whilst the implementation of home to school transport contracts has been the most significant activity during the last quarter, the following initiatives have also been progressed:

- The award and implementation of contracts to twelve suppliers for the provision of ad hoc transport services.
- Initial discussions with social services to identify a pilot project which, if successful, will lead to the integration of all social services transport within the ITU.
- Review of the options for the future provision of vehicle servicing and maintenance. As part of the 'Balancing the Budget' programme it is proposed to close the existing workshop facility to coincide with the retirement of one of the



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

fitters and the workshop foreman. It is anticipated that servicing and maintenance will be outsourced from February 2008.

- Preparations for the provision of an in-house transport service, transporting pupils from a number of schools to the John Nike centre. The cost will be almost 30% less than the current spend on taxis. The service is due to commence at the end of October.
- The establishment of a project team to implement new routing and scheduling software. The go live date is planned for February 2008



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

## Section Three: Resources

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### Staffing

See Annex B for more detailed information.

Good progress has been made in recruiting to some key areas over the quarter. Key posts that have been filled include: Head of Audit & Risk Management, Head of Procurement, L&D Manager, Assistant Borough Solicitor, Senior Solicitor, Democratic Services Officer and PA to Minority Groups Office. During the interim periods, these posts and others still waiting to be filled, including Senior Valuer and Chief Building Surveyor, have been covered by agency staff. Where problems have been experienced we have worked closely with the Borough's Recruitment Strategy Manager to explore how this can be improved e.g. through wider advertising, emphasising different aspects of the post etc. Close monitoring is being undertaken of sickness levels in certain teams.

### Budget

See Annex C for more detailed information.

### Revenue

The original cash budget was £15.949M but a net increase in budgets of £0.502M brought the approved cash budget to £16.451M in the last Quarterly Report. The current approved Cash budget is £16.487M, an increase of £0.036M which is principally due to the following virements:

- £0.042M ICT Services was reorganised as at 1<sup>st</sup> September and two staff were transferred into ICT Services from SSH along with DSB funding.
- -£0.037M Transfer of three Customer Services Advisor posts to BFS from 1<sup>st</sup> September required the movement of DSB funding.
- £0.025M Allocation from Structural Changes Reserve into the CX Office for printing costs and an outsourcing report to support the Price Waterhouse Coopers efficiency reviews.

A net overspend of £0.210M is currently being reported. The variances are analysed as follows:

#### PMR1

- £0.017M Increase in printing costs of the annual billing for Council Tax and Business Rates.
- -£0.019M Saving arising from the new Occupational Health contract (-£0.010M), a reduction in staff membership at the Council's leisure centres (-£0.004M) and external income generated from providing training courses to outside organisations (-£0.005M).



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

- £0.014M Loss of rental income due to the Community Mental Health Team vacating office space within Time Square from 19<sup>th</sup> October.
- Increased costs of members allowances and Independent Review Panel (£0.012M) and early estimate of members training needs (£0.002M) offset by forecast extra income from marriages and ceremonies (-£0.014M).

**PMR2**

- £0.008M Increased costs from an additional member added to the executive.
- £0.015M 2006/07 budget proposals identified a £0.015M saving from replacing the black and white printer. The printer has not yet been replaced as the Invest to Save capital scheme did not prove viable and the budget needs reinstating.
- £0.175M Following the change of external auditors District Audit (the new external auditors) have assessed the audit fees and identified increased risks and therefore more audit fee is required. In addition the previous auditors (KPMG) charged when the work was done, mostly after the end of the financial year but District Audit will charge before the work is done so in 2007/08 there will be some double charges. The CPA inspection costs are also higher than expected.

**Capital**

Details of the Corporate Services and Chief Executive’s Departmental capital programme are reported in Appendix C. The 2007/08 programme for the year is £3.114M. This is £0.030M less than last reported due to the transfer of responsibility for the Young Persons Website Development to EDSL Department.

The approved capital budget for 2007/08 has been re-profiled to more accurately reflect the likely cash spend. The approved budget has therefore been split into a cash budget for 2007/08 which will be used to monitor performance and a cash budget for 2008/09 which represents the anticipated carry forward.

The overall expenditure to date represents 19% of the cash budget with a further 10% committed.

**Complaints**

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	16	<ul style="list-style-type: none"> <li>- Amendment to council tax records (not well-founded)</li> <li>- Problem setting up a direct debit to pay council tax</li> <li>- Delay in responding to an e-mail</li> <li>- Council tax arrears passed to the council's bailiff for collection (not well-founded complaint)</li> <li>- Summons for non-payment of council tax not</li> </ul>



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

		withdrawn as promised - Debtor who was sent a reminder but hadn't received the original invoice - 10 home to school transport complaints
2	1	- Home to school transport
3	0	
Ombudsman	0	

The need for a tender process for home to school transport was identified in the best value review on transport in 2005. Following the appointment of the Head of Transport Provision and the subsequent setting up of the Integrated Transport Unit (ITU) the home to school transport team moved from Education to Corporate Services - ITU in the autumn of 2006. The tender process started at the same time and involved Corporate Procurement.

Prior to the tender specification being finalised there were two direct consultation sessions with parents as well as a contractor conference and individual sessions. Information on the tender process was sent out to parents on a number of occasions during the nine month process.

The new contracts were let at the beginning of the new academic year 2007. After 10 days of monitoring there were 10 complaints from parents ranging from a change of pick up time to insufficient communication to the parents during the tender process. Based on feedback from 2006 this was average for a new school year when there often a number of contractor changes. In 2007 95 routes were re-let carrying 357 passengers.

Leading up to and following the start of the new contracts a number of actions have / are taking place. These are -

- The active encouragement to move drivers and escorts from old contracts to work with the new contractors thereby avoiding any change to the passengers.
- The attendance of the Head of Transport Provision, Head of Finance and Director of Corporate Services at the SEN Dialogue and Kerrith Connections groups.
- The setting up of a working group to tackle issues on home to school transport. The Head of Transport Provision, Head of Service: learning difficulties and disability, parents and a contractor representative are on this group.
- A member of the ITU to audit contractors at pick up and drop off points.
- A parental satisfaction questionnaire.
- Regular contractor meetings.
- Working more closely with the Head of Service: learning difficulties and disability and his team.
- BFBC escort ID badges



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

- A Meeting with Kennel Lane school to discuss transport.

When the tender is repeated in 2011 the two most important learning points from this exercise are -

Increased communication with parents during the tender period.

The award of contracts earlier thus allowing more time for contractors to employ drivers and escorts.

### **Internal Audit Assurances**

(Where internal audit carried out with limited or no assurance)

<b>Audit</b>	<b>Outcome</b>
Member Services (expenses)	limited assurance in draft stage still

### **External Audit**

In September external audit issued their 'Report to those charged with governance'. This was presented to the Executive on 18 September and will also be considered by the Overview and Scrutiny Commission at their meeting on 22 November. The auditor gave unqualified opinions on the Council's accounts and on the value for money conclusion. For the first time no performance improvement recommendations were made by the external auditor.

During the quarter the external auditor also responded to two queries that had been raised with him. One related to the sale of a property and the other to the Council's budget process. In both cases the auditor found that the Council had acted properly.



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

## Section Four: Forward Look

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The following summarises some of the key challenges facing the Department in the third quarter of 2007/08.

- Continue to support the Town Centre regeneration project, particularly with regard to Legal and Property matters.
- Town Centre CPO. Preparations to commence for anticipated public inquiry in March 2008.
- Town Centre Planning Permission. Complete Section 106 for revised planning permission.
- Progress the development of the Council's plans for the design of the new Civic Hub and operational requirements of the future Civic Centre. This includes the requirement for internal space planning and the development of plans for the Council Chamber.
- Continue preparing land disposals as part of the Council's Disinvestment Strategy.
- Continue work to assess risk of fire, asbestos and legionnaires.
- Take forward the Council's Community Cohesion Strategy and Engagement agendas. The consultation on the Community Cohesion Strategy has now been completed and will be used to develop the final strategy.
- Consult on the draft Race Equality Scheme.
- The Neighbourhood Forums and Action Groups will continue in the autumn following review and agreement by the Executive to a revised approach.
- Support and clerk the first round of Neighbourhood Action Groups following the revised approach adopted by the Executive.
- Continue to implement the Customer Contact Strategy.
- CRM system upgrade and the implementation of trees-related query processes.
- Complete business case and installation of self-service capability for FrontLine.
- Calculate the annual tax-base for council tax purposes, which feeds into the budget cycle for 08/09, and the eventual setting of next year's council tax in February 08.
- Merger of management and staff of reception services in Time Square.
- Lead the Council's work in the transfer of the housing stock to Bracknell Forest Homes, including the disaggregation of support services.
- Full implementation of the Bracknell Forest Homes staffing structures.
- Continue preparations for stock transfer and the finalisation of Service Level Agreements with Bracknell Forest Homes for those services they would like the Council to continue to provide.
- Convene the Independent Remuneration Panel to review the Council's Members' Allowances Scheme.
- Complete the review of polling districts and polling places and implementing any change the Council makes.
- Complete the annual canvass.
- Commence the process to transfer Registrars so that they become Local Authority employees.
- Monitor and manage the Council's budget in order to deliver the medium term financial strategy and identifying the risks and financial issues around major



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time



Council projects (e.g. Town Centre Redevelopment, Waste PFI and Your Homes project).

- Ensure that all work on the 2008/09 budget is complete, so that the Executive can agree the budget for consultation in December.
- Evaluate of tenders for the Council's banking contract.
- Prepare tender documents for the Council's insurances so that an advertisement can be placed during October.
- Achieve further revenue savings by implementing more corporate procurement contracts.
- Progress the refresh of the corporate risk register with support from the Council's insurers.
- Provide legal support at Garth Hill and Brakenhale in connection with proposed new school buildings.
- Continue to support and develop the Council's Rebus (HR), Agresso (Finance), and Modern.Gov (Democratic and Support Services) systems in addition to researching and developing new systems in line with the emerging ICT strategy.
- Complete this year's desk top machine refresh programme.
- Complete installation of virtual machine replacement of servers.
- Complete Storage Area Network replacement.
- Purchase and install hardware for IP Telephony pilot.
- Begin development of detailed ICT Strategy work programme.
- Guide and advise on strategic HR issues relating to the Council's restructuring, following consultation.
- Assist with the disaggregation of support services for the new departments particularly in relation to the HR function.
- Complete of the Workforce Strategy for Adult Care.
- Manage the annual Flexible Benefits process.










Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved









Shows Key actions that have not been or are not likely to be achieved on time

## Annex A: Progress against detailed actions from Service Plan

<b>Corporate Theme 1: Promote the sustainable development of Bracknell Forest</b>		
Key Action/ Outcome 1.1b)		
<b>Complete all necessary business plans for Civic Hub operation including:</b>		
Progress designs for Civic Hub to Stage E <i>DCS/ACE</i>		Work is progressing well. Stage C work is complete and the Stage D report is expected in October.
Develop and implement a Procurement Strategy for the Civic Hub project <i>HoF</i>		A strategy and implementation programme has been developed and a review of requirements is underway.
Work with colleagues to complete workstreams and meet project deadlines for provision of new Civic Hub and provide all necessary support, advice and guidance <i>HOS</i>		Work-streams for Stage D are almost complete. Business cases are all complete. Work-streams for Stage E are about to commence.
Finalise plans for the new democratic offer/suite in the Civic Hub following consultation with Members <i>HDRS</i>		The initial designs for the layout of the Council Chamber have been discussed and a preferred option agreed. Work is now in hand to finalise the layout for the democratic offer.
To complete delegated workstream reports and offer advice and guidance on customer service delivery in the new civic offices <i>HCS</i>		All work-streams have been completed on time and the relevant reports have been endorsed by CMT. Advice on guidance for customer service delivery is ongoing.
Develop plans for the necessary adaptations to Time Square <i>HCP</i>		Work to prevent water ingress through glazing is complete. Work to develop cost plan for roof and air conditioning replacement is underway.







38








Key Action/ Outcome: 1.1d)		
<ul style="list-style-type: none"> <li>Secure a confirmed Compulsory Purchase acquisition (CPO) <i>BSoI</i></li> </ul>		CPO made 23 <sup>rd</sup> July. Public enquiry likely to be scheduled for March 2008.
Key Action/ Outcome: 1.1e)		
<b>Prepare relocation plan for Council to new civic accommodation including:</b>		
Facilities Management to lead on development of plan to move to new Civic Hub in 2009 in liaison with other departments and Bracknell Regeneration Partnership (BRP). <i>HCP</i>		Plan to be developed when location of Departments agreed.
Ensure accurate headcount figures are in place to facilitate effective space planning. <i>BHRM</i>		Headcount figures supplied for initial planning – need to update regularly. CMT have considered options for departmental locations and the final decision is now imminent.
Review policies around Flexible Working to ensure they support the technological requirements <i>BHRM</i>		Flexible policies to be reviewed, especially in respect of updated technologies and infrastructure requirements (furniture etc).
Construct business plans to support Cultural Change workstream activities <i>BHRM</i>		Business plan agreed for furniture requirements, others to be constructed as necessary.

## Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Delay in programme for development of Town Centre	Planned occupation of new civic hub scheduled for late 2009/early 2010.
Delay in Compulsory Purchase acquisition – the confirmation of a CPO rests with the Secretary of State following a public inquiry to consider any objections	Inquiry date agreed for January, should any objections be received.
Inappropriate designs being produced	Close work in progress with developer and architects.
Inability to recruit interim Head of Procurement	Interim Head of Procurement now in position.
Procurement team involved in too many initiatives – ensure priorities are clearly identified and communicated	Corporate Management Team considered priorities and resourcing on 26 September. Priorities have been clarified and additional resources have been put in place.
BRP decide not to proceed	

40

<b>Corporate Theme 2: Promote sustainable communities through innovative housing strategies and effective maintenance policies</b>		
Key Action/ Outcome 1. Implement the outcome of the housing stock options ballot of Council Tenants		
Following the result of the tenants' ballot:		
		
a) Agree stock valuation with Bracknell Forest Homes <i>DCS/HOS</i>		Considerable work undertaken to prepare for valuation. Discussions are underway.
b) Prepare all required plans for transfer and instruct Environmental Surveyors if required <i>HCP</i>		Draft plans prepared and Member consultation complete. Environmental survey underway.
c) Prepare transfer contract <i>DCS/HOS</i>		Draft contract has been prepared for comment.
d) Submit to DCLG for consent to transfer <i>DCS/HOS</i>		Work is in accordance with project plan. Task not yet due.
e) Complete stock transfer <i>DCS/HOS</i>		Project on course for transfer 11 February 2008.





f) Enter into Transfer Agreement and complete conveyancing <i>BSol</i>		External solicitors have been engaged to draft the Transfer Agreement. Satisfactory progress is being made. Conveyancing operations are underway.
g) Disaggregate housing functions from the rest of the Council <i>DCS/HOS-</i>		Work well underway.
h) Provide financial support to the LSVT post ballot project <i>HoF</i>		Proceeding in accordance with project plan.
i) Complete staffing transfer and disaggregation of policy procedures and all staffing matters <i>BHRM</i>		TUPE list largely now completed; TUPE 2 employee status dependant on Service Level Agreement (SLA) outcomes. Pension information supplied to Berkshire Pension.
j) Advise on the impact of the transfer on residual staff and structures in the strategic Housing function <i>BHRM</i>		Residual staff affected now identified. Report advising on structure of strategic housing function subject to Council agreement.
k) Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		Detailed work is underway to specify the requirements for the secure payment processing office in the new Civic office. This work is linked with 'Balancing the Budget' report CS04. Cash Office has been reviewed and discussions have been held with Bracknell Forest Homes on an SLA.
l) Produce a timetable for transferring customer enquiries relating to tenants' repairs to the new Housing Association <i>HCS</i>		Tenants repairs helpline was transferred to Housing on 11 September 2007. The staff involved will transfer to the new Housing Association in February 2008.

## Strategic risks identified from Service Plan





Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Bracknell Forest Homes (BFH) experiences delays in setting up or appointing key staff	All key staff are now appointed.
There are unknown legal, property or financial issues	These are closely monitored.
Stock Transfer does not proceed	Work is in place to progress transfer.
Dispute over plans	This will be resolved in the negotiations.
Negotiations on transfer value not completed in time	Plans are in place to try to achieve timely negotiations.





## Corporate Theme 3: Help create a safer, stronger community which is socially cohesive

Key Action/ Outcome 3.3:

<b>Work with the Bracknell Forest Partnership to update the Council's Community Cohesion Strategy to cover the period 2007 - 2010</b>		
<ul style="list-style-type: none"> <li>Consult on the key areas of change to the Community Cohesion Strategy <i>DCS/ACE</i></li> </ul>		Consultation now complete – results are being analysed. Consultation carried out during summer 2007. 'All of Us' strategy to be reported to the Executive on 20 <sup>th</sup> November and due for publication Jan/Feb 08.
<ul style="list-style-type: none"> <li>Publish revised Community Cohesion Strategy <i>DCS/ACE</i></li> </ul>		Strategy due to be published in December 2007.
<ul style="list-style-type: none"> <li>Evaluate Bracknell Forest's progress against the revised Equality Standard <i>DCS/ACE</i></li> </ul>		Progress on standard shows Level 2, working towards level 3.

42

Key Action/ Outcome: 3.5		
<b>Increase the level of community engagement and volunteering activities in the Borough in accordance with the targets set out in the Local Area Agreement</b>		
<ul style="list-style-type: none"> <li>• Support the ACE with the delivery of: <ul style="list-style-type: none"> <li>▪ 2 BF1500 residents panels</li> </ul> </li>   <li>▪ Neighbourhood Action Groups and Forums run in conjunction with Thames Valley Police <i>ADC/ACE</i></li> </ul>	  	<ul style="list-style-type: none"> <li>• One residents' panel has been held to ascertain views on Community Cohesion Strategy, Gender Equality Scheme and Cultural Strategy. Next panel planned for Dec 07 to consult on budget and Medium Term objectives.</li> <li>• The refreshed format NAGs kicked off in September and will run until Christmas.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase engagement in and awareness of democratic processes amongst members of the public, including young people through Local Democracy Week activities and neighbourhood forums <i>HDRS</i></li> </ul>		<p>Work has been progressed with Education colleagues to identify opportunities to engage young people during Democracy Week. The focus on the JAR has made it more difficult this year to provide a full programme. The Mayor will be speaking at the next Youth Parliament.</p> <p>The next round of the Neighbourhood Action Groups is about to start supported by the Democratic Services Team.</p>




Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 or 	<i>BVPI, PAF etc</i> [A for annual or Q for quarterly]	<i>[Brief description]</i>			[indicate whether top, 3 <sup>rd</sup> , 2 <sup>nd</sup> or bottom quartile]	
	CC01	Percentage of people who feel that their local area is a place where people from different backgrounds can get on well together	54%	n/a		Three year assessment by Audit Commission
	CC02	Percentage of people who disagree that their local area is a place where people from different backgrounds can get on well together	12%	n/a		Three year assessment by Audit Commission




### Update on Strategic risks identified from Service Plan

Risk identified <i>[indicate whether Service Plan or new]</i>	Update
Loss of key staff	Lead officer for Local Democracy Week has resigned and an alternative lead has not yet been identified.
Lack of community interest	
Breakdown in relationship with partners	
Local Democracy Week <ul style="list-style-type: none"> <li>No current budget for project work</li> <li>Lack of interest from Members, officers, schools or members of the public</li> </ul>	Our ability to spend a significant amount of time on this project was affected by the Council's focus on the JAR.

### Corporate Theme 4: Increase participation in and enjoyment of art, culture, sport and recreation







Key Action/ Outcome: 4.4		
<b>Improve access to Leisure facilities and in particular to a) develop opportunities for vulnerable groups to access 'mainstream' facilities.</b>		
a) Detailed Accessibility survey to be carried out of all Council Buildings <i>HCP</i>		Access surveys complete.
b) Detailed programme of access work to be agreed by Community Cohesion Working Group and commented on by the Access Advisory Panel prior to programme commencement. <i>HCP</i>		Report has been agreed by respective groups.

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 or  	BVPI, PAF etc [A for annual or Q for quarterly]	[Brief description]			[indicate whether top, 3 <sup>rd</sup> , 2 <sup>nd</sup> or bottom quartile]	
	BV156 (A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	35.7%	50.6%		A constraint on delivery of improvement is the scale of budget provision. Individual improvements required may exceed the total budget provision.

#### 46 Update on Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>		Update
Constraint on budget preventing the programme being implemented in full		Budget provision available for a phased programme.
Loss of key staff		Chief Building Surveyor not yet filled.

<b>Corporate Theme 6:</b> Improve outcomes for children and young people		
Key Action/ Outcome: 6.5		
<b>Work with schools and other partners to ensure that 14 schools offer a full range of extended services and 6 children's centres are established within the Borough</b>		
To provide a building service to the Department of Education, Children's Services & Libraries to meet their programme to develop schools and children's centres <i>HCP</i>		Programme determined by Education, Children's Services & Libraries Department being met. Support has been provided to Garth Hill College Project, Brakenhale School and others.

Key Action/ Outcome: 6.7		
<b>Improve environmental management in schools, in particular to improve energy management in schools</b>		
Prepare and circulate School Energy and Environmental Plans and provide advice on these areas when required. <i>HCP</i>		Completed April 2007.

### Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Loss of key staff	Chief Building Surveyor post not yet filled.

## Corporate Theme 8: Improve services for vulnerable adults and older people

Key Action/ Outcome: 8.16

### Finalise and begin implementation of a comprehensive Council-wide strategy for older people

- a) Support corporate work in development of Strategy for Older People *HOS*
- b) Participate in the training needs analysis for staff and deliver the learning and development requirements *BHRM*



Corporate Services nominee attending Corporate Working Group.  
Pro-active engagement with department on development needs and workforce strategy for Adult Care.

## Update on Strategic risks identified from Service Plan

### Risk identified *(Service Plan]*

Effective engagement with staff and managers to ensure the Training Needs Analysis is accurate, relevant and affordable

### Update

Regular communication with all parties, plan on track for completion, no significant risk.

**Corporate Theme 9:** Create and maintain a quality environment**Key Action/ Outcome:** 9.3

Incorporate plans for combined heat and power in the designs for the new Civic Hub



Incorporated into the designs.

Energy Manager to assist consultants by providing information to enable brief to be developed. *Corp Property*



Information supplied to consultants.

**Key Action/ Outcome:** 9.4

**Develop a climate change action plan to meet the Council's obligations under the 'Nottingham Declaration' and in particular to a) undertake an energy efficiency audit c) reduce energy consumption and carbon emissions in Council buildings**



Work with the Department of Environment & Leisure to develop climate change action plan by providing information on energy consumption and suggested measures for reduction. *Corp Property*



Energy Manager working with and attending meetings chaired by the Director of Environment & Leisure to develop action plan.

**Update on Strategic risks identified from Service Plan****Risk identified** *[indicate whether Service Plan or new]*

Town Centre Regeneration not implemented  
Civic Centre plans not implemented

**Update**

Plans in place to progress regeneration.  
Plans in place to progress Civic Centre.

**Corporate Theme 11:** Improve efficiency, effectiveness and access to services

Key Action/ Outcome: 11.1

**Review the Council's medium term financial strategy in the light of the housing stock transfer ballot**

Monitor, update and deliver the medium term financial plan with particular emphasis on the delivery of the 2007/08 budget and preparations for the 2008/09 budget *BT*



Preparations are underway for the 2008/09 budget and beyond with a range of projects identified under the 'Balancing the Budget' programme to address the forecast budget gap of £6.2m over the next 3 years.





The latest budget monitoring report was submitted to CMT in September and projected an overspend of £0.6m in 2007/08. This is a significant improvement on the position being reported at this time last year and indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process 2007/08 or changes to service provision. The current position will be monitored over the next 2 monitoring cycles at which point a further assessment will be made as to the course of action required to balance the budget by the year end. In the meantime all departments are reviewing their planned expenditure with a view to reducing the predicted overspend.




Support transition to a new external auditor *HoF*







Meetings held with the Audit Commission to agree audit plan, audit fee and future working arrangements with internal audit. An initial discussion with Deloitte (the Council's internal Audit contractor) and the Audit Commission has also been held.




50


Key Action/ Outcome: 11.2		
<b>Increase efficiency through delivery of further procurement savings</b>		
Implement corporate contracts to achieve procurement savings eg Home to School transport, taxis, banking, insurance, building cleaning. <i>HoF</i>		Award of Home to School Transport and taxi contracts agreed by the Executive on 24 July. Contracts now implemented. Building cleaning contract awarded and due to commence on 1 November. Annual saving of £90,000 anticipated (including 4 schools). Banking contract currently being advertised, tenders are due to be returned by 29 <sup>th</sup> October. Heath Lambert appointed as insurance brokers from the 1 <sup>st</sup> October and initial preparation underway for the re-tender of the Council's insurances, which are due for renewal on 1 April 2008.
As lead authority, provide financial support to the Berkshire Improvement Partnership and the Berkshire Procurement and Shared Services Unit <i>HoF</i>		Support ongoing.
Extend the remit of the Integrated Transport Unit to include Social Services transport <i>HoF</i>		Discussions held with Social Services and a trial project identified. Detailed specification now being worked up to enable costs and benefits to be quantified.





Key Action/ Outcome: 11.3		
<b>Implement the Council's Risk Management Strategy and Business Continuity Plan</b>		
Develop and implement a risk management training programme for Members and officers <i>HoF</i>		Implementation slower than anticipated following inability to recruit a suitable candidate for the post of Head of Audit and Risk Management for a second time. An offer has now been made although the person is unlikely to be able to take up their duties until 2008. The Council's insurers are assisting in the interim, although their initial focus will be to update the corporate risk register.
Refresh the Corporate Risk Register <i>HoF</i>		As above.






Key Action/ Outcome: 11.4		
<b>Complete a review of the joint arrangements established between Berkshire Unitary Authorities established on Local Government Reorganisation</b>		
Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities <i>BSol/BT</i>		Financial aspects of each Joint Arrangement identified. A schedule of Joint Agreements and financial provisions have been prepared.
Amendments to Joint Arrangement Agreements <i>BSol</i>		Financial aspects of each Joint Arrangement identified. Attainment of the January 2008 target is dependant upon the co-operation of the other UA's.
Complete a review of the financial aspects of Berkshire joint arrangements/shared services <i>HoF/BSol</i>		Financial aspects of each Joint Arrangement identified.









Key Action/ Outcome: 11.5		
<b>Implement a programme for the disposal of any surplus assets</b>		
Work with Department of SS&H to develop property strategy to reduce revenue outgoings as well as raise capital for investment in improved service provision for adults with learning difficulties <i>Corp Property</i>		Options being developed in partnership with the Department of Social Services & Housing.
Disposal programme to recommence when SPA mitigation measurers approved <i>Corp Property</i>		Disposal programme being developed.

Key Action/ Outcome: 11.6		
Develop and implement infrastructure and support services to deliver mobile and flexible working initiatives. This will support work styles being developed to support the Civic Hub etc. <i>CIO/BHRM</i>		Project manager assigned and proprietary work begun. Initial work being undertaken to document what is in place already and cataloguing business needs such as Single Assessment Process (SAP) in Adult Services and the Common Assessment Framework (CAF) in Children's Services. Also assessing usefulness of Blackberry technology for specific staff. Also working with

		Colleagues in HR to ensure that policies support mobile and flexible working (see also Key Action 1.1e). Documentation for managers to assess individual requests for mobile and flexible working prepared. Work now beginning on work capturing the corporate vision in light of Civic accommodation requirements underway.
<b>Key Action/ Outcome: 11.7</b>		
<b>Implement the next phase of the Customer Contact Strategy and stage 2 of the Customer Relationship Management (CRM) frontline system development covering improved telephony, customer self-service and roll out to other receptions</b>		CTI and Customer Self Service projects underway, as is the IPT project. Also undertaking upgrade of Frontline system to version 6.1.1. This work is to be undertaken in November.
Implement the CRM work programme for 2007 <i>HCS/CIO</i>		Work on the CRM development program is ongoing. Key tasks include: the implementation of trees related processes by mid November 07; a system upgrade scheduled to be completed in December 07; the introduction of customer self-service by January 08; and the implementation of computer telephony integration by March 08.
Produce a CRM programme for 2007 – 2010 <i>HCS/CIO</i>		The CRM contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by CMT on the 5 September 07 and the members Customer Contact Monitoring group on the 27 September 07.
<b>Key Action/ Outcome: 11.8</b>		
Develop, consult on and implement five year ICT Strategy and in particular to increase the online transaction capability of the Council's website including extension of the online payments facility <i>CIO</i>		ICT Strategy agreed by Executive at the end of July. Taken to O&S in September. Communications strategy underway to inform all of content. Work has begun with the ICT Steering Group to work up detailed work programme.



Increase use of the online payments facility		In the 6 months from April to September 07, there were 15,208 payments online with a total value of £2.1m (in the same period 2006: 13,462 payments online with a total value of £1.8m). The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 6 months from April to September 07 there were 1160 payments of council tax with a total value of £171k. This successful project has been the case study for a system supplier, Capita Business Services.
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Key Action/ Outcome: 11.9		
Administer the Borough/Parish Council elections in accordance with legislation including the Electoral Administration Act 2006		<p>2007 Elections completed successfully. Mini canvass undertaken in March resulted in a net gain of 446 electors and as a result there was very little feedback on election day or in the run-up, on discrepancies on the register. Turnout across the Borough was 34%.</p> <p>50 polling stations across the Borough were equipped and fully staffed. Nomination papers for 250 candidates (107 for the Borough) were processed and 10,449 postal votes were issued for all elections.</p> <p>Postal vote opening was managed successfully over 5 days, in accordance with the new legislation that required the capturing and scanning of personal identifiers. As a result the count was held on the Friday for the first time.</p> <p>The Bullbrook Town Council election was countermanded due to the death of one of the candidates and was then successfully delivered on 14 June. Given problems experienced with printing of ballot papers and postal vote forms, we tested in house printing which was very successful albeit on a much smaller scale.</p>
Prepare effectively for, and deliver successfully the 2007 Borough/Parish Council elections; ensuring adequate levels of staff; managing the postal vote opening sessions and maintaining the integrity of the democratic process <i>HDRS</i>		See above.







Key Action/ Outcome: 11.10		
<b>Implement the outcomes of the Council-wide efficiency review and the Support Services Review</b>		
Implement outcomes of Support Services Review in accordance with agreed action plan <i>DCS/HOS</i>		Outcomes have been implemented.
Implement agreed programme of works for Corporate Services from Council-wide efficiency review <i>DCS/HOS</i>		Work is underway on those areas agreed to progress. Other workstreams await agreement.
Support Departments of Council to implement agreed programmes of works from Council-wide efficiency review <i>BT/HOS</i>		Programme prepared and support being provided for some of the initial projects.
Key Action/ Outcome: 11.13		
Implement the Pay and Workforce Strategy to a) develop improved basic skills for workers to enhance career prospects within the Council b) develop better leadership and management skills within the workforce to improve management competence c) develop clear, viable grow your own routes for a range of professional areas within the Council Submit version 3 of the Pay and Workforce Strategy to Employment Committee for endorsement which will include a revised Action Plan to meet the requirements of the Key Actions <i>BHRM</i>		Basic skills training implemented in key areas eg social care. Leadership Programme at National Levels 3, 5 and 7 are currently offered. Proactive programme of bursaries etc now in place for trainee Social Workers.
Ensure 100% staff appraisal return (except for long term sickness) <i>All</i>		The Pay & Workforce Strategy is being actioned in line with the agreed Action Plans after agreement by the Employment Committee on 13 June 2007.
Consider the Council's response to the Modernisation Agenda for the Registration Service <i>HDRS</i>		99% of staff in the Corporate Services Department have had annual staff appraisals and where appropriate personal development plans have been submitted to HR. Awaiting more information regarding the process so that potential benefits/disbenefits to the Council can be evaluated.
Deliver the agreed Member Induction Programme and/or rolling 4 year programme to ensure Member learning and development needs are met <i>HDRS</i>		Initial Member induction programme is now complete. The Member Development Charter Steering group will be considering the evaluation of the Induction Sessions and the

		L&D programme for the next 3 years at its meeting in November.
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Key Action/ Outcome: 11.14

Implement HR and Finance 'self-service' provisions for staff and managers <i>BHRM/HoF</i>		Project Plan now agreed by DMT and testing of training and absence modules has now begun.
Improve and upgrade the functionality of Yourself. Revise the staffing structure of Payroll/HR Systems Administration to create a team able to develop REBUS (Yourself) self-service model for staff and managers <i>BHRM/HoF</i>		Team now created. Self-service requirements part of agreed forward plan for REBUS Systems Manager. Revised staffing structure now implemented. Steering group established and an initial programme of work agreed. Projects include the setting up of a separate payroll in preparation for stock transfer and the centralisation of the punching of HR data. An administrator is currently being recruited to facilitate the latter, after which punching will be centralised on an incremental basis. Updating the business case for implementing the Yourself absence module.

Key Action/ Outcome: 11.15		
Implement the Council's Equality schemes for Gender and Disability		Disability Equality Scheme now implemented. Gender Equality Scheme Action Plan now in preparation.
Implement actions for Corporate Services in Disability Equality Scheme <i>DCS/HOS</i>		Part year review of action plan undertaken. Good progress.
Implement actions for Corporate Services in Gender Equality Scheme <i>DCS/BHRM</i>		Action plan being prepared for Executive agreement. Actions to follow in accordance with agreed timescales.
Key Action/ Outcome: 11.16		
Review the Council's Race Equality Scheme <i>DCS/ACE/BHRM</i>		Initial review complete. Revised scheme ready for consultation.
Key Action/ Outcome: 11.17		
<b>Address issues of community cohesion by a) working with partners to establish a Black &amp; Minority Ethnic Forum and b) using the Forum to assess unmet need</b>		
Work with Bracknell Forest Voluntary Action to establish BME Forum <i>DCS/ACE</i>		ASP forum in place. Dialogue has begun with representatives.
Use Forum to assess unmet need <i>DCS/ACE</i>		To follow from above.




Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 or 	<i>BVPI, PAF etc [A for annual or Q for quarterly]</i>	<i>[Brief description]</i>	<i>Last year's performance in brackets</i>		[indicate whether top, 3 <sup>rd</sup> , 2 <sup>nd</sup> or bottom quartile]	
	B2(a) (A)	Equality Standard for local government	2 (2)	2 working towards 3		A timeline has been produced for progressing to Level 5 during 2014. A working group is being established to progress equality standard work specifically.
	BV 8	Invoices paid on time	92.6%	95.5%		Results from a creditors benchmarking club that we have joined shows that the unitary average is 90%. This suggests that we are doing well, relatively speaking, when compared with our peers. We may have set our target too high
	BV 9 (Q)	The percentage of Council Tax due for the financial year which were received by the Authority.	At 30 Sept 07, 56.86% of the current years council tax had been collected. (97.4%)	97.5%		57.07% at 30 Sept 06
	BV 10 (Q)	The percentage of non-domestic rates due for the financial year which were received by the Authority	At 30 Sept 07, 64.21% of the current years business rates had been collected. (99.7%)	99.2%		64.90% at 30 Sept 06








	BV11 (a) (A)	The percentage of the top paid 5% of local authority staff who are women at 31 March.	33.38%	37%		Targets at this level will see BFBC achieve 2 <sup>nd</sup> quartile performance (<39.05% and >28.20%) by 2008
	BV11 (b) (Amended 05/06) (A)	The percentage of the top paid 5% local authority staff who are from an ethnic minority at 31 March	5.44%	7%		
	BV11 (c) (New 05/06) (A)	The percentage of top paid 5% of local authority staff who have a disability at 31 March.	1.81%	1.16%		This figure excludes all staff in schools maintained by the authority.
	BV 16 (A)	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition at 31 March	1.81%	1.85%		
	BV 17(a) (Amended 05/06) (A)	The percentage of local authority employees from ethnic minority communities at 31 March.	2.96%	3.25%		
	BV156 (A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	(35.7%)	50%		
	BFPI 080 (Q)	Telephone calls answered within 5 rings	83.2% for the period April – Sept 07	82%		Figure at the end of the same quarter in the previous financial year = 86.7%
	BFPI 085 (Q)	Enquiries resolved at first point of contact, whether by telephone, reception or email	90%+	82%		Last Quarter's figure = 90%+

## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Capacity of the Council to re-engineer business processes	Processes that are added to the CRM Frontline system are subject to re-engineering prior to being mapped for CRM. This principle is endorsed by the CRM Programme Board.
Loss of key staff	Regular workforce monitoring is undertaken.
Significant reduction in resources available to the Council	Regular budget monitoring is undertaken
Failure of change of circumstances of a major contractor or partnership	Regular contract monitoring is undertaken.
Loss of systems and data	Business continuity plans are in place.
Lack of acceptance/resistance to systems change	Regular updates on change are provided to staff.
Impact of charges arising from the regulatory framework affecting local government	Legislative changes are routinely evaluated.
Other Berkshire authorities willingness to participate in a review of joint arrangements	Discussions underway with other authorities.
Finance/Procurement teams involved in too many initiatives – ensure priorities are clearly identified and communicated	Regular workload monitoring is undertaken.
SPA Mitigation Measures not approved	Mitigation measures approved.
Loss of postal vote data and failure of IT systems	Recovery plans in place.
Lengthy count due to uncertainty of process for personal identifiers for postal votes	Count completed.
Risk of under collection of tax	Collection is broadly on target.

<b>Corporate Theme 12: Improve Corporate Governance and Partnership</b>		
Key Action/ Outcome: 12.1		
<b>Undertake a review of the Council's practices against best practice of Corporate Governance and partnership arrangements and implement any consequent amendments</b>		
Review to be conducted having regard to best practice guidance from CIPA, ACSeS, DCLG <i>BSol/ACE/Hof</i>		Initial internal audit review completed and final recommendations reported.
Partnership Handbook to be amended <i>BSol/ACE/Hof</i>		Partnership Toolkit has been approved by CMT. Review of existing partnerships against the Toolkit will commence shortly.
Review and develop robust partnership governance arrangements having regard to the Local Government & Public Involvement in Health Bill <i>HDRS/BSol/Hof</i>		The Bill has yet to be enacted. Royal Assent is anticipated November 2007.
Key Action/ Outcome: 12.2		
Ensure effective implementation of the Local Government and Public Involvement in Health Act <i>BSol</i>		The Bill has yet to be enacted. Royal Assent is anticipated November 2007.
Report to CMT and Executive following enactment identifying implementation stages required and timetable <i>BSol</i>		See above.

Key Action/ Outcome: 12.3		
<b>Support Member development by a) reviewing the Code of Conduct for Members following the issue by the Government of the proposed revised Model Code b) implementing the Members' Charter for training and development c) leading a comprehensive Member induction programme</b>		The Code of Conduct was reviewed and adopted on 11 July 2007. Training was provided for all Borough and Parish councillors. The interim inspection for the Members' charter was very positive and our direction of travel has been approved. The Member Steering Group will consider a L&D Programme at its next meeting.
Report on amendments to Code of Conduct to Council following consideration by the Standards Committee <i>BSol/HDRS</i>		Revised Code of Conduct adopted 11 July 2007.
Advice to Parish Councils on revised Code <i>BSol/HDRS</i>		All Parish Councils advised of new Code.
Training sessions for all Borough and Parish Members <i>BSol/HDRS</i>		Training session for Borough Members has been carried out and second session has been arranged for those who could not attend the first one. Training for Parish Councils programmed but two month deadline will be exceeded due to very prompt adoption of Code by most Parish and Town Councils – scheduled for 31 <sup>st</sup> October 2007.
Develop and implement a work programme to ensure the effective delivery of the Members' Charter for Learning and Development <i>HDRS</i>		A draft programme will be considered by the Member Steering Group at its next meeting in November.

## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <i>[indicate whether Service Plan or new]</i>	<b>Update</b>
Loss of key staff	Staff workload and deployment monitored.
Significant reduction in resources	Resources routinely monitored.
Lack of Member interest and/or officer support	Regular discussions held with officers and Members.

## Annex B: Staffing information

### Staffing Levels

Corporate Services	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate %
Directorate	2	2	0	2	1	50
Democratic & Registration	32	20	12	27.66	0	0
Finance	56	38	18	50.06	7.68	15.34
Legal Services	15	11	4	13.59	2	14.72
HR & OD	21	19	2	20.41	0	0
ICT Services	46	44	2	45.12	2	4.43
Property	20	33	7	37.34	6	16.07
Customer Services	48	34	14	43.05	3	6.97
<b>Department Totals</b>	<b>240</b>	<b>201</b>	<b>59</b>	<b>239.23</b>	<b>21.68</b>	<b>9.06</b>

### Staff Turnover

For the quarter ending	30 September 07	2.88
For the year ending	30 September 07	10.42

Comparator data: 2006/07 13.4% (excl schools)  
SE local Councils 17.3%

## Sickness Absence

	All employees, average days sickness absence per FTE
<b>Bracknell Forest Borough Council 2006/07</b>	7.04 days
<b>BVPI 12 Unitary average</b>	9.6 days

## Staff Sickness (1 July 07 to 30 September 07)

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Directorate	2	0	0	0
Customer Services	41.84	52.5	1.25	5.89
Democratic Services	26.93	22.5	0.84	4.99
Finance	13.59	21	1.55	2.62
Human Resources	24.41	38	1.56	4.7
ICT	42.43	57	1.34	3.34
Legal	31.34	43	1.37	17.24
Property Services	40.46	33.5	0.83	5.42
<b>Department Totals</b>	<b>223</b>	<b>267.5</b>	<b>1.2</b>	<b>5.01</b>

## Annex C: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING													
		Original Cash Budget	In Year Savings	Virements & Budget		Current Approved	Spend to Date	Department's		Variance	Variance		Variance
		2007/2008	Virements	C/Fwds	NOTE	Cash Budget	%	Projected Outturn		Over/(Under) Spend	This Month	NOTE	Supported by CMT
		£000		£000		£000	%	£000		£000	£000		£000
<b>Director of CS</b>													
	Director of Corporate Services	248		10		258	33	258		0	0		0
<b>Head of Democratic &amp; Registration Services</b>													
	Democratic & Support Services	785		-3	2	782	36	782		0	0		0
	Member and Mayoral Services	885		-2	2	883	42	905		22	22	4,5	0
	Registration births, deaths and marriages	-18		0		-18	78	-32		-14	-14	4	0
	Registration of Electors / Elections	222		-1	2	221	67	221		0	0		0
		1,874		-6		1,868	42	1,876		8	8		0
<b>Head of Customer Services</b>													
	Local Tax Collection	448		9	2	457	-334	474		17	17	1	0
	Customer Services	844		-67	6	777	49	777		0	0		0
		1,292		-58		1,234	-93	1,251		17	17		0
<b>Head of Legal Services</b>													
	Legal	830		-1	2	829	37	829		0	0		0
<b>Human Resources Manager</b>													
	Human Resources	500		-30		470	43	456		-14	-14	2	0
	Unified Training Unit	434		-25		409	-5	404		-5	-5	2	0
		934		-55		879	38	860		-19	-19		0
<b>Borough Treasurer</b>													
	Borough Treasurer	104		5		109	62	109		0	0		0
<b>Head of Finance</b>													
	Finance - General	1,927		-10	2,8	1,917	37	1,917		0	0		0
	Corporate Management	289		0		289	16	464		175	175	7	0
	Insurance	1,301		0		1,301	70	1,301		0	0		0
	Transport	1,758		0		1,758	34	1,758		0	0		0
		5,275		-10		5,265	43	5,440		175	175		0
<b>Head of Property Services</b>													
	Property Services	530		-1	2	529	42	529		0	0		0
	Industrial & Commercial Properties	-1,400		0		-1,400	74	-1,400		0	0		0
	Surveyors	559		0		559	-46	559		0	0		0
	Facilities	1,447		-1	2	1,446	67	1,460		14	14	3	0



	Town Centre Redevelopment	0		317		317	69	317		0	0		0
		1,136		315		1,451	7	1,465		14	14		0
	<b>Chief Information Officer</b>												
	ICT Services	2,568		56	1, 2, 4, 5	2,624	46	2,624		0	0		0
	<b>Chief Executive's Office</b>												
	Chief Executive	338		-1	2	337	31	337		0	0		0
	Chief Executive's Office	996		76	2, 3, 7	1,072	42	1,072		0	0		0
	Voluntary Sector Grants	277		0		277	14	277		0	0		0
	Community Safety	0		208		208	2	208					
	Smartcard	229		0		229	39	229		0	0		0
	Design & Print Services	-152		-1	2	-153	-8	-138		15	15	6	0
		1,688		282		1,970	121	1,985		15	15		0
	<b>CS &amp; CX Approved In Year Savings</b>	0		0		0	0	0		0	0		0
	<b>TOTAL CS AND CX OFFICE</b>	15,949		538		16,487	26	16,697		210	210		0
	<b>Memorandum item</b>												
	Devolved Staffing Budget - CS and CX	10,124		20	4, 5, 6, 8	10,144	41	10,144		0	0		0
	<b>Non Cash Budgets</b>												
	Capital Charges	1,793		0		1,793		1,793		0	0		0
	FRS17 Adjs	285		4		289		289		0	0		0
	Recharges	-11,219		69	4, 5, 6	-11,150		-11,150		0	0		0
		-9,141		73		-9,068		-9,068		0	0		0
		6,808		611		7,419		7,629		210	210		0

**CORPORATE SERVICES / CX OFFICE BUDGET MONITORING**

**Virements and Budget Carry Forwards**

Note	Total	Explanation
	£'000	
502		May Budget Monitoring Virements Approved by CMT, reported PMR1

**June Budget Monitoring Virements Approved by CMT**

1	45	<b>Structural Changes</b>										
Funding Request from Structural Changes Reserve relating to redundancy of an officer within ICT Services.												
2	-21	<b>Procurement</b>										<b>Savings</b>
New contracts were undertaken last financial year and the part year savings were reported. The full year savings achieved from these new contracts have not yet been taken from base budget. This virement transfers the following full year savings to the Procurement Savings Budget within Non Departmental:												
Mobile Phones										£0.007M		
Printer Cartridges										£0.005M		
<b>Total £0.021M</b>										<b>£0.009M</b>		
3	15	<b>CX Office - CPA Visit</b>										
£0.015M Funding request from contingency for consultancy to prepare for the CPA inspection (£0.012M) and incidental hospitality costs for the CPA visit (£0.003M).												
<b>July Budget Monitoring Virements Approved by CMT</b>												
4	-25	<b>ICT Services DSB</b>	<b>-£0.025M</b>	/	<b>Non Cash Recharges</b>						<b>£0.025M</b>	
Following the final decommissioning of mainframe and introduction of a managed service for Pericles Revenues and Benefits system during 2006, the Production Support Manager within ICT Services was made redundant. The full year effect budget saving from the DSB is an additional £0.025M to that already reported in the 2007/08 budget process. The ICT recharges to the HRA should be reduced by £0.025M as well resulting in a net nil virement within Corporate Services.												
The HRA will report a corresponding reduction in their recharges from Corporate Services and an additional budget of £0.025M to part fund the new managed service.												
5	42	<b>ICT Services DSB</b>	-	<b>Transfer of Staff from SSH IT Section</b>								
The SSH IT Section has been reorganised with effect from 1st September and two members of staff have been transferred into this department. One staff member is capital funded during 2007/08 so no virement is required. The other post is funded from DSB and an ongoing virement of £0.042M is requested from SSH DSB into CS DSB.												
6	-37	<b>Customer Services DSB</b>	<b>-£0.037</b>	/	<b>Non Cash Recharges</b>						<b>£0.037M</b>	
Three Customer Service Advisor posts are to be transferred to BFS with effect from the 1st September. The pro rata budget virement out of the DSB costed at midpoint less 3% is £0.037M and there is a corresponding reduction in the Customer Services recharge to BFS in the HRA.												
The HRA is reporting a £0.037M reduction in their recharges from Customer services and additional DSB budget.												
7	25	<b>CX Office</b>	-	<b>Allocations from Structural Changes</b>								
CMT of 25th July agreed the allocation of £0.005M for printing and £0.020M for an outsourcing report from the Structural Changes Fund, to support the Price Waterhouse Coopers reviews.												

8	-8	Finance DSB	-	Transfer	to	SSH
<p>As part of a restructure within SSH and following the development of SWIFT, some invoice processing for residential clients, home care providers and supported living clients is to be transferred from Corporate Services Finance Accounts Payable Team to Social Services &amp; Housing.</p> <p>Therefore a virement of £0.008M is to be made from Finance DSB to SSH DSB to reflect the staff costs of conducting the work. This has been calculated as the equivalent of half an FTE at grade BGI, £0.011M in a full year but £0.008M in this year.</p>						
	538	<b>Total Cash Budget Virements</b>				
	11	<i>May Non Cash Virements reported PMR1</i>				
4, 5, 6	62	<i>Non Cash Virements reported in PMR2 above</i>				

**CORPORATE SERVICES / CX OFFICE BUDGET MONITORING**

Budget Variances

Reported	Variance	Explanation
£'000		
		<i>May Budget Monitoring Reported to CMT</i>
17		<b>Revenue Services</b> The budget for the annual printing of the Council Tax and Business rates was not sufficient during 2006/07 and was increased through budget monitoring for that year only. The increase in costs was due to a correction in the charges by the Print Room to reflect the actual costs incurred in undertaking the work. The budget needs to be permanently increased by £0.017M in the 2008/09 budget process.
-19	-10	<b>Human Resources</b> A £0.010M pressure was built into the 2007/08 budget process to fund the anticipated increased costs of the new Occupational Health contract being let. The new contract has however been negotiated at a lower unit price than forecast so the additional budget will not be required.
	-4	Human Resources hold the corporate budget for staff memberships at the Council's sports centres. The budgeted expenditure is dependant on staff opting for memberships. During 2006/07 this budget underspent by £0.005M and it is anticipated that a £0.004M saving will be achieved during 2007/08.
	-5	The Unified Training Service is forecasting additional income of £0.005M from training courses attended by external organisations such as Wokingham DC. This is in line with the income generated during 2006/07.
14		<b>Corporate Property</b> Facilities have a rental income budget of £0.029M relating to use by the Community Mental Health Team of office space within Time Square. Bracknell Health and Community Trust have given notice that the team will vacate Time Square with effect from 19th October resulting in a part year budget pressure of £0.014M in 2007/08 and £0.029M ongoing.

0		<p><b>Democratic &amp; Registration Services</b></p> <p>A review of the Outturn has indicated that a number of budget variances can be forecast considering the expenditure and income anticipated in 2007/08:</p> <p>A forecast of Member Allowances suggests additional funding of £0.007M is required to fund all allowances including superannuation. Also a budget of £0.005M is anticipated to be needed to fund the Independent Review Panel for members allowances which will convene this financial year.</p> <p>A net pressure of £0.002M in Members Services, mostly from forecast training needs of Members in the coming year.</p> <p>Early indications are that marriages and ceremonies income will be above the income budget which, net of costs will produce a £0.014M budget saving. It is too early in the financial year to forecast too much additional income especially as neighbouring authorities could start competing with similar nationality and citizenship services. Further work will be undertaken to provide a robust estimate to be included in the 2008/07 Budget Process.</p>
12		
2		
-14		
<i>June &amp; July Budget Monitoring Reported to CMT</i>		
8		<p><b>Democratic &amp; Registration Services</b></p> <p>Further to the pressure reported for Members Allowances, a further pressure of £0.008M is anticipated due to additional members of the executive that will be paid this year.</p>
15		<p><b>Print Room</b></p> <p>The 2006/07 budget proposals identified a £0.015M saving for reduced printing costs as a result of replacing the black and white printer in the Print Room. The printer has not yet been replaced as Invest to Save proposals have not proved to be viable. Therefore the expenditure budget needs to be reinstated during this financial year and built into the 2008/09 Budget Process.</p>
<b>New Variance</b>		
175		<p><b>CPA Inspection and External Audit Fees</b></p> <p>Chris to add comments</p>
210		<b>Total Corporate Services / CX Budget Variances</b>



# **Performance Monitoring Report**

## **Chief Executive's Office**

**2<sup>nd</sup> quarter July – September 2007/08**

Portfolio holder: Paul Bettison, Leader of the Council  
Assistant Chief Executive: Victor Nicholls

## Section One: Executive Summary



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Key activities this quarter include:

- Town & Country won a national award for best civic newspaper/ magazine (circulation under 60,000) from the Chartered Institute of Public Relations.
- Intensive preparation for the CPA inspection with the completion of the Self Assessment and supporting documents and evidence, and practical preparations for the inspectors' visit.
- A joint communications plan has been agreed with Bracknell Forest Homes on the housing stock transfer.
- The Crime & Disorder Reduction Team relocated into the Chief Executive's Office.
- There has been only 2 offences in the Look Out, Coral Reef and Leisure Centre car parks since June 07, as a result of CDRP funded security grants. This has now been extended to the end of 2007 and the CCTV upgraded in the High Street car park.
- There has been a 38% reduction in thefts from vehicles since March 07.
- All performance indicators for which the CEx office is responsible are in the top quartile nationally (where comparable data is available)
- The format for QoRs (now Performance Monitoring Reports)/ CPOR was changed and successfully implemented for the second quarter
- New internal communications strategy was agreed by CMT and published on BORIS
- Neighbourhood Action Groups have been reviewed and a new format agreed with partners. Implementation is now taking place
- Initial Stakeholder event for Bracknell Forest Partnership, for the development of the new Sustainable Community Strategy, successfully prepared and held on 10 September.
- Flexible working was introduced in the Chief Executive's Office to maximise the use of space in Easthampstead House, and extend flexibility of operations to staff.
- Civic Hub RIBA Stage C design conditionally signed off.

## Section Two: Progress against Service Plan

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The Chief Executive's Office Service Plan contains 72 detailed actions to be completed in support of the 12 Corporate Themes for 2007/08. Annex A provides information on progress against each of these detailed actions; overall 66 actions are anticipated to be achieved or already have met targets , whilst only four are causing some concern . There are also two actions where the responsibility has moved to another department or is no longer required.

The four actions that are causing concern  relate to:

- Internal regeneration strategy for town centre. This was delayed due to resource pressures related to the sign off of Stage C of the civic hub. However the draft framework for the strategy is to be presented to the Executive at its briefing on 6 November. Consultation is due in February 2008.
- Economic development – a list of all existing economic activity is due to be compiled with a view to assessing whether to launch an Economic Partnership. Some information is held but is incomplete. The Partnership has not progressed due to pressure on resources as a result of preparation for the CPA inspection. The Bracknell Forest Partnership has proposed that the Lifelong Learning Partnership should be expanded to include economic issues. This will be addressed by March 08.
- Older Persons Strategy – the original timetable will not be met due to competing pressures and loss of staff. A new timetable is being worked up – aim to present draft strategy to Executive in early 2008.
- Police and Justice Act – this area of work to address any restructure or changes to Council's constitution that is necessary as a result of the new legislation. However the Government has delayed the issue of the guidance and the commencement of the Act until 2009, so this action will not be completed during 2007.

## Section Three: Resources

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### Staffing

See Annex B for more detailed information

### Budget

See Annex C for more detailed information

### Revenue

See commentary in Corporate Services Department Performance Monitoring report

### Capital

See commentary in Corporate Services Department Performance Monitoring report

### Complaints

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	0	N/A
2	0	N/A
3	0	N/A
Ombudsman	0	N/A

### Internal audit assurances

(Where internal audit carried out with limited or no assurance)

Service area	Issues with limited or no assurance and remedial action to be taken
Voluntary grants	Tightening up grant monitoring procedures, to be complete by end of November 07.
BVPs	Minor recording and calculation issues to be addressed by November 07.
Service Planning	Risk Management to be given greater focus in Service Plans. To be incorporated into 08/09 planning cycle.



## **Section Four: Forward Look**

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Key activities during the next quarter:

- Review outcome from CPA on-site inspection
- Ongoing development and preparation for the Sustainable Community Strategy
- Ongoing development for the LAA for 2008/09
- Start of Community Grant Aid (Voluntary Grants) process
- Continuation of Community Grants process, complete 2<sup>nd</sup> quarter reporting from voluntary organisations
- Start second round of Neighbourhood Action Groups
- Analysis of Borough wide survey on neighbourhood priorities to be undertaken and results to feed into second round of NAGs
- First draft of Community Cohesion strategy to be produced
- Voluntary Sector Codes of Good Practice report to Executive
- Co-ordinate preparation of all quarterly Performance Monitoring Reports, prepare 2<sup>nd</sup> quarter Corporate Performance Overview Report
- Prepare quarter 2 LAA performance monitoring report (with additional report on Council targets for Corporate Management Team)
- Develop Civic Hub design to RIBS stage D
- Progress the town centre CPO
- Facilitate the Town Centre Partnership
- Develop CHP for Time Square/Civic Hub.

### Communications








- Town & Country - the next edition is due to be published at the end of November.
- RE3 - preparing to publicise the impact of the redevelopment of the Longshot Lane civic amenity site.
- Promotion of Christmas activities in the Council, Bracknell town centre and other areas of the borough.
- Promotion of green travel choices to staff.

- Continuing to work with Bracknell Forest Homes over the transfer of council housing in the new year.
- Supporting the consultations over the Council's medium term objectives and restructure.

## Annex A: Progress against detailed actions from Service Plan

Corporate Theme 1: Promote the sustainable development of Bracknell Forest

Key Action/ Outcome: 1.1 Lead the regeneration of Bracknell Forest Town Centre


Action 1.1.1: Draft and consult on internal regeneration strategy, based on Town Centre workstreams		Draft framework produced for November Executive Briefing. Consultation due February 08.
Action 1.1.2: Approve and agree detailed design for Civic Hub		In progress and on track.
Action 1.1.3: Support relocation of town centre users displaced by regeneration plans		Looking at alternative relocations for CAB. New Hope relocation to either out of town or new build. Smaller relocations viability ongoing.
Action 1.1.4: Support development of third party sites		Enid Wood House, 3M, Camp Moss and the market negotiations ongoing. Application submitted for Camp Moss site.
Action 1.1.5: Ensure Members and Scrutiny Function are involved in the development of the Town Centre		O&S members decided not to include this in their 2007/08 work programme. However a Members briefing to be arranged. Members updated regularly through Performance Monitoring Reports from CEx Office and Corporate Services department.
Action 1.1.6: Co-ordinate and implement communication strategies for the town centre regeneration, including the vitality of the town before regeneration, internal communications and the council's element of the project e.g. Civic Hub		Ongoing implementation of over-arching strategy and specific projects.
Action 1.1.8: Draft Town Centre management strategy, including Keeping Bracknell Town Centre alive during the		Working with BRP and external facilitator to set up workshop for stakeholders to take place end of Nov 07






Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

redevelopment , ready for consultation		
Action 1.1.9: Develop with BFP a clear statement for carbon reduction in the town centre		

**Key Action/ Outcome: 1.5 Deliver the Council's LAA agreement commitments to support economic development and enterprise**

Action 1.5.1: Through the BFP, facilitate the LAA commitments to support economic development and enterprise		Most of the detailed actions are progressing satisfactorily, but progress on the envisaged Economic Theme Partnership is at an early stage due to lack of resources. See commentary above.
Action 1.5.2: Undertake research into the economic profile of the borough		Completed and presented to the BFP board.
Action 1.5.3: Compile list of economic development activity already occurring, and subsequently consider launching an Economic Partnership		Some information held but incomplete. The Economic Partnership has not progressed far due to lack of resources. To be reviewed in December in light of the new Sustainable Community Strategy priorities.



## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Delay in CPO programme	No change to risk profile
Reliance on third party decisions and prevailing market conditions	
Internal capability	
Member capacity	
Changing national priorities and government policy	





Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

## Corporate Theme 2: Promote sustainable communities through innovative housing strategies and effective maintenance policies



Key Action/ Outcome: 1.1 Implement the outcome of the housing stock options ballot of Council tenants

Action 1.1.1 Develop and implement internal and external communications plan for housing stock transfer.		Joint plan agreed with Bracknell Forest Homes. Implementation ongoing
Action 1.1.6: Co-ordinate and implement communication strategies for the town centre regeneration, including the vitality of the town before regeneration, internal communications and the council's element of the project e.g. Civic Hub		Ongoing implementation of over-arching strategy and specific projects.

81

## Corporate Theme 3: Help create a safer, stronger community which is socially cohesive

Key Action/ Outcome: 3.1 Work with partners to reduce the incidence of British Crime Survey Crime within the borough





Action 3.1.1: Restructure the Safer Community Team		Crime & Disorder Reduction Team now transferred into CEx Office within Easthampstead House. Some roles within the team have been restructured to reflect the development of individuals and changing priorities. The CEx has now become Chair of the CDRP giving the partnership and the team more of an outcome based focus.
Action 3.1.2: Ensure that Community Safety issues are addressed in the town centre regeneration, through the production of a strategy		Closer links with the regeneration team through relocation within CEx office. Regular meetings with Regeneration Officers, closer working with Bracknell town centre businesses have been developed. Regular meetings held with the development of town centre



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time





		CCTV.
Action 3.1.3: Implement and review the Safer Communities Strategy (CPA)		The Safer Communities 3 year strategy ends in March 2008. Most of the objectives have been achieved and the subgroup structure has evolved throughout this period. There has been a mixed picture on crime targets but reductions have been made following rises in numbers earlier in the period of the strategy.
Action 3.1.4 Support the development of Neighbourhood Policing arrangements including the use of Police Community Support Officers for reassurance patrolling (Community Plan)		Neighbourhood Policing has been introduced throughout the Borough with Bracknell Forest being a pilot area. There are now Neighbourhood Police Officers and PCSOs in each of the 14 neighbourhoods. Each neighbourhood has an Annual Forum and has an established Neighbourhood Action Group. Recent changes to the NAG/Forum consultation process will ensure that the issues to be addressed are more credible than some have been in the past. In late 2007, wide ranging consultation has taken place to involve the whole community in identifying community issues.
Action 3.1.5; Undertake at least three initiatives each year with Crimestoppers (Community Plan)		Since April 07 the CDRP has involved Crimestoppers in 2 operations; knife crime in schools and Sat Nav theft from motor vehicles. A third operation is planned for business car parks.
Action 3.1.6 Encourage crime deterrent schemes in public car parks such as car valeting and security guards to reduce car crime (Community Plan)		The CDRP has funded manned security guarding in the Look Out, Coral Reef and the Leisure Centre since June 07. As a result there have only been two offences in total in these locations. This will now be extended to the end



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

		of the year. CCTV has been upgraded in the High Street car park and extra policing patrols to combat vehicle related ASB has proved successful in the Charles Square car park. There has been a continued reduction in auto crime since March 07.
Action 3.1.7: Work with Bracknell Chamber of Commerce to protect business staff from violence (Community Plan)		Staff have been surveyed through the Chamber of Commerce. Dedicated PCSOs in the town centre have been introduced as part of Neighbourhood policing. Regular meetings are attended with Bracknell Businesses against Crime and business representation has been included on the CDRP.
Action 3.1.8: Use preventative and rehabilitative initiatives to reduce offending by Prolific and other Priority Offenders. (Community Plan)		In 2007 a new matrix was introduced to identify the Bracknell Forest PPOs (Prolific and other Priority Offenders). Of the 17 identified 10 are being treated for drug/alcohol misuse problems and 12 are currently in custody. The number and identities of the PPOs are regularly reviewed.
Action 3.1.9: Work with partners to reduce vehicle crime and provide diversionary activities		Work to secure car parks and make the public aware of vehicle security have contributed to a 38% reduction in thefts from vehicles since March 07. Theft of vehicles has shown a substantial reduction at Sept 06, but numbers have risen due to a small cohort who are the focus of attention by the CDRP and the YOT but continue to revolve around the criminal justice system.
Action 3.1.10: Implement the Domestic Violence Strategy to comply with BVPI 225		Compliance with the BVPI 225 is currently 90%. The only indicator yet to be completed is a specific clause for










Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

		eviction for domestic violence within the Council's tenancy agreement. This will be addressed by the transfer of the housing stock in March 2008 and the introduction of a new tenancy agreement.
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Key Action/ Outcome: 3.21 Seek to reduce the fear of crime in the Borough

Action 3.2.1: Undertake University based research into fear of crime		Part 1 of the Fear of Crime research study was undertaken in October 2005 and the report published in 2006. The second part of this study is now underway and the final report will be published in spring 2008.
Action 3.2.2: Host a conference on negative perceptions of crime and alcohol misuse		Community safety conference on Fear of Crime and the new Alcohol Strategy was held in Bracknell on 17 <sup>th</sup> May 2007.
Action 3.3.2 Ensure community cohesion questions are included in consultations and used as part of an evidence base for prioritising interventions to promote community cohesion.		This is ongoing with consultations as and when they occur.
Action 3.3.3 Prepare annual report for community cohesion strategy		Draft community cohesion strategy being prepared and is due to be presented to Executive in December.
Action 3.5.1 Community Engagement – as per Corporate Services Department Service Plan – CEX office to advise and assist		Work is ongoing in this area.
Action 3.5.2: Monitor Voluntary Sector grants on a quarterly basis		Monitoring partially completed for second quarter. Monitoring for a some organisations is still to take place.
Action 3.5.3: Produce plan to secure delivery of LAA target on volunteering and engagement, specifically:		Special Constable and School Governor numbers exceeding planned target profile. Other targets to be

84









Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time



<ul style="list-style-type: none"> <li>Special Constables and school governors</li> <li>Informal volunteering rates</li> </ul> Helping residents to influence decisions		measured BVUSS 2009. Neighbourhood Survey undertaken for every household to assist NAGs
Action 4.1.1: In collaboration with the Youth Service and BRP, identify options for youth provision and inclusion in the town centre		Initial contact made with youth forum and interaction on going alongside with BRP.



Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
	BV 2a	The level of the Equality Standard to which the Authority conforms in respect of gender, race and disability	Annual indicator	Level 2 working towards Level 3	n/a	06/07 outturn was Level 2
	BV2b	Quality of the Race Equality Scheme (RES) and the improvements resulting from its application	84%	95%	Top	
	BV126	Domestic burglaries per 1000 households	5	6.87	Top	
	BV127a	Violent crime per 1000 population	9.11	15.72	Top	
	BV127b	Robberies per 1000 population	0.24	0.24	Top	



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved








Shows Key actions that have not been or are not likely to be achieved on time

	<b>BV128</b>	<b>Vehicle crime per 1000 population</b>	<b>4.37</b>	<b>10.12</b>	<b>Top</b>	
	<b>BV174</b>	<b>Racial incidents recorded</b>	<b>?</b>	<b>30</b>	<b>n/a</b>	
	<b>BV175</b>	<b>Racial incidents resulting in further action</b>	<b>?</b>	<b>100%</b>	<b>n/a</b>	
	<b>BV225</b>	<b>Actions against domestic violence</b>	<b>90%</b>	<b>100%</b>	<b>n/a</b>	

Key Action/ Outcome: 5.1 Develop an overarching 'health strategy' for the Borough involving all Council departments and other partners and in particular to review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough

88

Action 5.1.1: Consult partners and deliver a health and well-being strategy for the Borough		Complete
Action 5.1.2: Review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough		Ongoing negotiations with PCT.
Action 5.1.3: Contribute input from Overview and Scrutiny to the annual 'Healthcheck' declarations by the 4 NHS Trusts		Action for early 2008 (Completed on time in 2007)
Action 5.1.4: Support Overview and Scrutiny Working Groups on: Healthcare Funding; Patient Focus; Health Strategy; and Extended Schools/Childrens Centres		All working groups being supported, including additional groups to those cited.
Action 5.1.5 : Support health scrutiny members (both BFBC and Joint East Berkshire) in making an effective		Ongoing




Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

contribution to debate about and consultation on local health provision		
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Key Action/ Outcome: 8.16 Finalise and begin implementation of a comprehensive council wide strategy for older people


Action 8.16.1: Prepare draft Older People’s Strategy		Timetable will not be met due to competing pressures and loss of staff. New timetable being worked up – aim to present draft to Executive in early 2008.
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### Corporate Theme 9: Create and maintain a quality environment

87

Action 9.2.1: Revise RE3 Communications Strategy with Wokingham and Reading Councils		Communications plan developed for Longshot Lane by Bracknell Forest and agreed by Reading and Wokingham.
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### Corporate Theme 11: Improve efficiency, effectiveness and access to services










Action 11.0.1: Support and facilitate the work of the Berkshire Improvement Partnership		Supported via participation in Berks Heads of Policy Group, but facilitation role being carried out by Slough BC
Action 11.0.2: Undertake value for money self-assessment for Comprehensive performance Assessment (CPA)	n/a	Action with Head of Finance
Action 11.0.3: Undertake Direction of travel self-assessment (CPA)	n/a	Audit Commission have informed us that no DOT self-assessment will be required.



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time












Action 11.0.4: Manage annual CPA		Major project proceeding as planned
Action 11.0.5: Undertake timely monitoring and assessment/comparison of performance information, highlighting changes in performance appropriately		Ongoing. Format of CPOR and PMRs have been changed which provides an analysis of the PI data and comparisons with national quartiles
Action 11.0.6: Prepare and publish an Annual Report		Complete - 2006/07 Annual Report approved by Executive and Council, and published by 30 June, followed by designed version.
Action 11.0.7: Act as a resource to the Council and its services to undertake research – with emphasis on future developments, new legislation and guidance		Ongoing
Action 11.0.8: Investigate, specify and – subject to resources – implement a performance management system for the whole Council		Phase 1 of RBFRS system in use for LAA targets performance monitoring. Plans are in place to develop the RBFRS system for all the Council's performance indicators, which will commence with the first quarter data for 2007/08.
Action 11.0.9: Provide support and assistance and co-ordinate any Beacon Council applications		CMT have decided that no Beacon Council applications will be made this year
Action 11.0.10: Seek out and participate in relevant performance benchmarking groups		New benchmarking group under active consideration with other Berkshire Unitary authorities
Action 11.10.1: Advise new Council Executive on prioritising current and future Corporate Themes and outcomes		On course for completion.
Action 11.10.2: Refresh approach to QOR and CPOR reports (as part of this develop plans for a transition from performance monitoring to more of a performance		Complete



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

management approach)		
Action 11.15.1 Equalities Schemes – as per Corporate Services Service Plan – Cex office to advise and assist		Gender Equality Scheme report is being presented to Executive in October.
Action 11.16.1 Race Equality - as per Corporate Services Service Plan – Cex office to advise and assist		Draft scheme prepared and consultation currently underway.
Action 11.17.1 As per Corporate Services Service Plan, CEx office to advise and assist with Community Cohesion in particular setting up a BME forum.		Currently working with Bracknell Voluntary Action who facilitate the BME forum (ASAP project).
Action 11.17.2 : Produce statement assessing the community cohesion and inclusion aspects of the town centre regeneration		Initial assessment in progress.
11.18.1; Produce and implement annual departmental communications and marketing forward plans		Plans produced. Ongoing implementation.
11.18.2: Produce Town & Country every quarter		Produced as per schedule. Won national award for best civic newspaper/ magazine (circulation under 60,000) from Chartered Institute of Public Relations.
11.18.3: Answer media enquiries according to the Council's media protocols		Ongoing
11.18.4: Produce forest views staff newsletter every month		Produced as per schedule.
11.18.5: Conduct staff attitude survey 2007		Staff survey carried out in May 2007. Results and actions plans published on BORIS.
11.18.6: Review internal communications strategy as a result of the staff survey		New Internal Communications Strategy agreed by CMT and published on BORIS
11.18.7: Carry out internal and external communications campaigns according to the Council's priorities		Ongoing, including consultation on Council objectives 2008-2011; Council restructure; Take Pride/ Influencing



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved









Shows Key actions that have not been or are not likely to be achieved on time

		decisions.
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## Corporate Theme 12: Improve Corporate Governance and Partnership Working

06









Action 12.0.1: Develop, re-shape and continue to support and facilitate the Neighbourhood Forums and Action Groups		First round of reshaped Neighbourhood Action Groups is completed and forums to be held in November 2007.
Action 12.0.2 Provide training opportunities for Overview and Scrutiny Members to enhance their effectiveness		Training opportunities have been offered.
Action 12.0.3: Support members to develop a work programme for Overview and Scrutiny		Complete – work programme developed, consulted on and finalised. Now being rolled out.
Action 12.1.1: Review and update BFP governance arrangements in light of changing Government agenda		Information gathering underway across events and best practice examples.
Action 12.1.2: Develop the LAA performance framework, specifically roll out integrated performance management framework to all key BFP partnerships (CYPP, H&SC, LSP, Crime and Disorder) and put plans in place for similar version for departments		IPM framework now in place for CYPSP and CDRP. Other theme partnerships to follow later in the year.
Action 12.1.3: Implement Action Plan to improve the BFP's internal and external communications		BFP Handbook published to support internal communications. Annual conference planned for November 2007. Investigating procurement of



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

		Community TV.
Action 12.1.4: Produce Annual Report of Overview and Scrutiny		Action due later (2006 Annual Report produced on time)
Action 12.2.1: Ensure effective implementation of the Local Government and Public Involvement in Health Act in particular by establishing a new Public Services Scrutiny Board		See 12.2.2. Position uncertain pending government guidance.
Action 12.2.2: Restructure O&S to accommodate requirements of the Police and Justice Act (and secure necessary changes to Council's Constitution)		O&S Commission have noted the government's delay in issue of guidance and commencement of the Policy and Justice Act until 2009, so restructure will not be done in 2007.
Action 12.2.3: Establish scrutiny arrangements for the Bracknell Forest Partnership		O&S Commission briefed. Detailed arrangements await issue of government guidance.
Action 12.4.1: Lead and co-ordinate the refresh of the Local Area Agreement between the Government and Bracknell Forest Partnership		Evidence base being developed to provide justification of improvement themes. Area Based Grant source funding being mapped. Inclusion criteria drafted for agreement with CMT/BFP/Executive.
Action 12.4.2: Produce six monthly progress review of LAA for Government Office for the South East (GOSE)		First quarter performance report presented in July 07. Presentation being updated and information gathering underway for six month report.
Action 12.5.1: Draft the refresh of the Sustainable Community Strategy		Outline process approved by CMT, Executive and BFP Board. Evidence base statistics and priorities framework under development. Initial stakeholder event held September 07.
Action 12.5.2: Produce proposals on a set of voluntary		This work is being incorporated into the development of



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

(and benchmarked) quality of Life performance indicators		the Sustainable Community Strategy for Bracknell Forest.
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92



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time



## Annex B: Staffing information

### Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Chief Executive	2	1	1	1.81	0	0
Chief Executives Office	32	23	9	28.28	1	3.0%
<b>Department Totals</b>	<b>34</b>	<b>24</b>	<b>10</b>	<b>30.09</b>	<b>1</b>	<b>2.86%</b>

Increase in staff level this quarter as a result of the Print Room transferring into Communications.

### Staff Turnover

For the quarter ending	30 September 2007	5.26%
For the year ending	30 September 2007	11.54%

The member of staff transferred out of the department – they did not leave the Council

### Turnover.

2006/7 total turnover for the Council: 13.39% excluding schools

2005/6 turnover for local authorities in the South East 17.3% excluding schools  
Source: LG Pay and Workforce Strategy survey 2006

### Sickness Absence

	All employees, average days sickness absence per FTE
<b>Bracknell Forest Borough Council 06/07</b>	7.04 days
<b>[Comparator data to be provided]</b>	days

Bracknell Forest Borough Council 06/07, all employees, average days sickness absence per employee: 5.3 days

All sectors employers in South East 05/06: average days sickness absence per employee, 7.3 days

Source: Chartered Institute of Personnel and Development – figure supplied by South East Employers

Staff Sickness (1 July 07 to 30 September 07)

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Chief Executive	1.81	6	3.31	6.62
Chief Executive's Office	28.28	1	0.03	0.28
<b>Department Totals</b>	<b>30.09</b>	<b>10</b>	<b>0.33</b>	<b>0.66</b>

**Annex C: Financial information**

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The Chief Executive’s Office financial information is included in the performance Monitoring report for the Corporate Services Department

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# Corporate Performance Overview Report

2nd Quarter: July-September 2007/08

Timothy Wheadon  
Chief Executive

## Overview of Council Performance

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### 1 Introduction:

1.1 This report sets out an overview of the Council's performance for the period July – September 2007. It complements the detailed quarterly Performance Monitoring Reports for the period, produced by each Director, that were circulated to Members in November. The purpose of this overview is to provide the Executive with a high level summary of key achievements and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken to address this.

### 2 Overview of performance:

2.1 The departmental service plans for 2007/8 contain 372 detailed actions to be completed in support of 12 interim Corporate Themes that were agreed by the Executive in March this year. The five quarterly Performance Monitoring Reports show that 349 (94%) of these actions are on target to be achieved by year end, whilst 23 (6%) are currently causing some concern. Annexe A contains the complete list of actions and highlights their current status.

2.2 Of course, a significant part of the Council's work relates to day to day service provision which is not specifically covered by priority actions in Service Plans. However, performance against targets for day to day services is also important and progress is highlighted at Annexe B. This shows that out of a total of 156 Best Value Performance Indicators, there are only 43 where data is not available at the end of the 2<sup>nd</sup> quarter. However the majority of these are annual indicators, so data is not calculated on a quarterly basis.

Of the indicators where data is available: -



= 64% (100no) anticipated to be achieved to target or already have achieved target



= 8% (13no) not likely to be achieved on target

2.3 This overall progress maintains a consistent trend. In October, the Audit Commission published a list showing the relative improvement of 388 Councils in relation to BVPIs over the last three years. This showed that Bracknell Forest was the 10<sup>th</sup> highest improver and augers well for the forthcoming CPA gradings.

### **3 Progress against Key Objectives:**

3.1 Overall this quarter saw considerable work to prepare for the CPA, JAR and related Children and Young People's Inspections. Despite this, the Council's key objectives are being delivered. The following paragraphs highlight some issues of note.

#### *Promoting the sustainable development of Bracknell Forest:*

3.2 Overall progress has been positive. The draft framework for the regeneration strategy was presented to the Executive briefing in early November. Stage C of the design for the Civic Hub has been conditionally signed off.

3.3 Work is progressing well on the Local Development Framework, which was declared 'sound' by the Government's Inspector, after an examination in public. This is a significant milestone for the Council, as the first Council in the Thames Valley and only the fifth in the South East to be declared sound and is as a result of three and a half years work by Members and officers.

#### *Promoting sustainable communities through housing strategies and maintenance policies:*

3.4 A new development plan document is being prepared which will set out the Council's approach to the delivery of affordable housing on residential developments. This is part of the Local Development Framework.

3.5 One of the main issues for the Strategic Housing Partnership, over the next six months, will be how the capital receipt from the transfer of the Council's housing stock will be spent on affordable housing and the priorities within the new housing strategy, which will run from 2008-2013.

3.6 An area of slippage is the development of the new housing strategy this is due to resources being focused on work associated with the stock transfer. However, a major conference was held in October to consider the new housing strategy and a draft will be produced for

consultation by the end of November. This will allow submission of the final strategy to GOSE in March 2008 in line with the original plans.

*Help create a stronger community, which is socially cohesive:*

- 3.7 Works on all key actions within this theme are on target. There has been a 38% reduction in thefts from vehicles since March 2007. There has been only 2 offences in the Look Out, Coral Reef and Leisure Centre car parks since June 2007, mainly as a result of the CDRP funded security grants. These have now been extended to the end of 2007 and CCTV upgraded in the High Street car park.
- 3.8 Consultation is now complete for the Community Cohesion Strategy and the results are being analysed to help shape the new strategy. A draft Race Equality Scheme has also been prepared and agreed for consultation to start.

*Increase participation in and enjoyment of, art, culture, sport and recreation:*

- 3.9 Work is progressing well in this area. Of note is the application for over £2.5m of grant aid which has been made to the Heritage Lottery Fund for a restoration project at South Hill Park.

*Protect and improve public health in the Borough:*

- 3.10 Work is progressing well on all key targets in this area. Widespread consultation took place on the Council's Health and Well being strategy.

*Improve outcomes for children and young people:*

- 3.11 All key tasks on target in this area. However the work has been dominated this quarter by preparation for the Joint Area Review (JAR). This is an in-depth inspection of services for children and young people in Bracknell Forest, carried out by Ofsted. The JAR complements the Annual Performance Assessment (APA) which took place in the summer. At the end of September an important stage of the JAR was completed with the inspectors spending a week in the Borough. The JAR results will be reported in the next quarter.



However, in early December the APA results were published, with the Council again at the top end of the Level 3 rating. This represents a major achievement in sustaining high quality services for our Children and Young People.

*Increase participation in adult learning:*

3.12 Work is progressing well on all key targets in this area.

*Improve services for vulnerable adults and older people:*

3.13 The Council continues to work with the PCT on a number of levels both in the commissioning and provision of services. Two current projects are at an early stage in relation to establishing formal arrangements around joint services of Intermediate Care and Community Team for people with a learning disability.

3.14 The work of the Home Support Dementia team has been nationally recognised by the receipt of two awards at the Skills for Care Accolades Awards. The team beat off stiff competition from all over the country to win the 'Most Innovative New Type of Worker' category, but then went on to win the prestigious award, that of 'winner of winners'. The team and the Council are delighted to have been recognised for the work they do on behalf of some of the most vulnerable people in our community.

3.15 During the quarter much work was done in preparing for the September Annual Review Meeting with the Commission for Social Care Inspection. The massive improvement in local adult social care services over the last twelve months was formally recognised in November with the publication of the 2007 star ratings. The Council was awarded two stars and, in terms of performance, ranked eighteenth in the country. The foundations to push on towards three star status are, therefore, clearly in place.

*Create and maintain a quality environment:*

3.16 All key tasks on are on target in this area.

*Improve transport and movement in and around the Borough:*

- 3.17 Progress on key objectives relating to transport continues to be mixed. Pressure on resources means that there has been slow progress in developing a highway asset management plan. Also it is unlikely that the Council will meet the targets set for reducing the percentage of journeys made to school other than by car. This is a challenging target, set by Government, which the Council will strive towards; work has included the drafting of a Sustainable School Travel Plan Strategy, continuing with Safe Routes to Schools scheme and planned expansion of the Walk on Wednesday scheme.
- 3.18 Performance in the area of road safety and road deaths and casualties is being addressed by a working group from the Environment & Leisure Scrutiny Panel, which has already been set up and started work.

*Improve efficiency, effectiveness and access to services:*

- 3.19 Progress is good in the majority of areas. Increased efficiency has been achieved by implementing corporate contracts for Home to School transport and building cleaning, to achieve procurement savings. One area of previous concern relates to Risk Management, where progress was hindered by the inability to recruit a suitable candidate for the post of Head of Audit and Risk Management. However an offer has now been made and the person is likely to be able to take up their new duties in 2008. In the meantime the Council's insurers are assisting with a risk management training programme for Members and staff, to enable a refresh of the Corporate Risk Register.

*Improve Corporate Governance and Partnership Working*

- 3.20 The development of the Sustainable Community Strategy is well underway with the first of two key events being held in September followed by an annual conference for the Bracknell Forest Partnership being devoted to scenario planning for Bracknell Forest's future, held in November. The outcomes from this work will also be incorporated into the development of the next Local Area Agreement, which is due to commence in June 2008.

**4 Performance indicators, budgets and Bracknell Forest Partnership performance:**

4.1 Detailed performance against targets are set out at Annex B. Budget information is set out at Annexe C. Work achieved by the Bracknell Forest Partnership is set out Annexe D.

**5 Conclusion:**

4.1 Overall, performance against targets during the second quarter was very good. A number of key milestones were met across the Council. And services are being recognised nationally as being of a high quality.













*Timothy Wheadon  
Chief Executive  
November 2007*

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## Corporate Theme 1: Promote the sustainable development of Bracknell Forest

Key Action/ Outcome:

- 1.1 Lead the regeneration of Bracknell Forest Town Centre
- 1.2 Deliver the annual programme set out in the Local Development Scheme.
- 1.3 Publish and commence a five year programme to develop master-plans for neighbourhood centres in the former New Town areas of Bracknell Forest Borough Council.
- 1.4 Work with partners to ensure that all new developments contain a mix of housing in accordance with the Council's policies that supports long term sustainability.
- 1.5 Deliver the Council's LAA agreement commitment to support economic development and enterprise.















Draft and consult on internal regeneration strategy, based on Town Centre workstreams		Draft framework produced for November Executive Briefing. Consultation due February 08.
Approve and agree detailed design for Civic Hub		
Support relocation of town centre users displaced by regeneration plans		
Support development of third party sites		
Ensure Members and Scrutiny Function are involved in the development of the Town Centre		
Co-ordinate and implement communication strategies for the town centre regeneration, including the vitality of the town before regeneration, internal communications and the council's element of the project e.g. Civic Hub		
Draft Town Centre management strategy, including Keeping Bracknell Town Centre alive during the redevelopment , ready for consultation		
Develop with BFP a clear statement for carbon reduction in the town centre		
Complete Library Workstream		
Adopt a core Core Strategy which sets the spatial vision and policies for the Borough outlining potential uses for all sites within the settlement area.		
Prepare issues and options for the Amen Corner – Area Action Plan DPD.		
Prepare issues and options for development management policies covering housing and commercial uses and sites.		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Compile list of economic development activity already occurring, and subsequently consider launching an Economic Partnership		Some information held but incomplete. The Economic Partnership has not progressed far due to lack of resources. To be reviewed in December in light of the new Sustainable Community Strategy priorities.
Finalise plans for cultural facilities in the new Civic Hub.		
Commence the statutory processes to implement the outline planning permission and other consents.		
Complete the Sustainable Resource Management Supplementary Planning Document.		
Apply new policies in relation to car parking.		
Apply new policies in relation to limiting the impact of development.		
Apply new policies in relation to the Thames Basin Health Special Protection Area.		
Publish a five year programme of master-plans for neighbourhood centres in the former New Town areas of Bracknell Forest Borough Council.		Awaiting confirmation of funding following stock transfer.
Commence work outlined in the five year master-plans for neighbourhood centres in the former New Town areas of Bracknell Forest Borough Council.		Linked and dependent upon 1.3(a) above.
Work with partners to ensure that all new developments contain a mix of housing in accordance with the Council's policies, that supports long term sustainability.		
Contribute to the delivery of the Council's LAA agreement commitment to support economic development and enterprise.		
Co-ordinate and implement communication strategies for the town centre regeneration, including the vitality of the town before regeneration, internal communications and the council's element of the project e.g. Civic Hub		
Assess the opportunities for capital investment in youth facilities		
Contribute to the development of enhanced community initiatives		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Work with Strategic Housing Partnership to develop prioritised affordable housing projects based on Housing Market Assessment and revised Housing Strategy.		
In consultation with Housing Strategic Partnership and Bracknell Forest Homes develop a 5 year programme to deliver affordable housing through use of 75% of housing transfer capital receipt		
Progress designs for Civic Hub to Stage E <i>DCS/ACE</i>		
Develop and implement a Procurement Strategy for the Civic Hub project <i>HoF</i>		
Work with colleagues to complete workstreams and meet project deadlines for provision of new Civic Hub and provide all necessary support, advice and guidance <i>HOS</i>		
Finalise plans for the new democratic offer/suite in the Civic Hub following consultation with Members <i>HDRS</i>		
To complete delegated workstream reports and offer advice and guidance on customer service delivery in the new civic offices <i>HCS</i>		
Develop plans for the necessary adaptations to Time Square <i>HCP</i>		
Secure a confirmed Compulsory Purchase acquisition (CPO) <i>BSoI</i>		
Facilities Management to lead on development of plan to move to new Civic Hub in 2009 in liaison with other departments and Bracknell Regeneration Partnership (BRP). <i>HCP</i>		
Ensure accurate headcount figures are in place to facilitate effective space planning. <i>BHRM</i>		
Review policies around Flexible Working to ensure they support the technological requirements <i>BHRM</i>		
Construct business plans to support Cultural Change workstream activities <i>BHRM</i>		

## Corporate Theme 2: Promote sustainable communities through innovative housing strategies and effective maintenance policies

Key Action/ Outcome:

2.1 Implement the outcome of the housing stock options ballot of Council tenants












Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

- 2.2 Develop choice-based lettings for social housing in partnership with partner housing associations
- 2.3 Increase the number of Council homes that meet the Decent Homes Standard
- 2.4 Increase the number of affordable homes built in the borough in accordance with the Local Area Agreement.
- 2.5 Update the Council's Housing Strategy and submit it to the Government Office for the South East
- 2.6 Implement the Housing Act 2004 in relation to all houses let in multiple occupation.
- 2.7 Implement a programme to ensure 70% of private sector housing occupied by vulnerable people meets the Decent Homes Standard by 2010.

Develop and implement internal and external communications plan. Develop and implement internal and external communications plan for housing stock transfer.		
If a yes vote, identify implications for the Landscape Team and prepare the team for transfer to the new organisation.		
If a yes vote, identify the implications for highway Adoption and Management.		
By implementing the Council's planning policy seek to increase the number of affordable homes built in the borough in accordance with the Local Area Agreement.		
Establish a register of all houses let in multiple occupation in accordance with the Housing Act 2004.		
Licence all housing in multiple occupation in accordance with the Housing Act 2004.		Progress slow due to resource pressures and low level of compliance on a voluntary basis.
To implement a programme of inspection to ensure 70% of private sector housing occupied by vulnerable households meets the Decent Homes Standard by 2010.		Unable to make significant progress in relation to delivery until adoption of new housing strategy and the associated link with the resource needs necessary to implement the programme. The strategy is timed to be completed in March 2008. In the meantime progress is being made in respect of preparation work to enable action to be met. The initial work includes participating in a consultation event in October 2007.
Bracknell Forest Homes (BFH) to be established and transfer of housing stock to be completed by 31 <sup>st</sup> March 2008.		
Disaggregate the HRA budgets from the general fund budgets.		















Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time













Support managers to identify and plan any TUPE transfer of staff to the new housing association.		
Support the AD Sustainable Communities to prepare the IT systems for transfer to the new Housing Association.		
Separate the staff and resources in the Resources Division ready for transfer to the new Housing Association.		
Develop a CBL scheme for consultation with BFH and other partners by March 2008.		
Implement the approved housing capital programme to increase the percentage of Council Homes that meet the standard during 2007/08.		
Work with Strategic Housing Partnership to develop prioritised affordable housing projects based on Housing Market Assessment and revised Housing Strategy.		
In consultation with Housing Strategic Partnership and Bracknell Forest Homes develop a 5 year programme to deliver affordable housing through use of 75% of housing transfer capital receipt		
Council to adopt Housing Strategy draft for consultation.		Council to adopt Housing Strategy draft for consultation. A draft Housing Strategy will be developed for consultation in December 2007. The timetable for the delivery of the draft Housing Strategy has been changed to accommodate a major consultation event in October. The consultation event will allow stakeholders greater opportunity to influence the priorities which are included in the Housing Strategy
Council to adopt revised Housing Strategy following consultation process.		
Agree stock valuation with Bracknell Forest Homes <i>DCS/HOS</i>		
Prepare all required plans for transfer and instruct Environmental Surveyors if required <i>HCP</i>		
Prepare transfer contract <i>DCS/HOS</i>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved





Shows Key actions that have not been or are not likely to be achieved on time

Submit to DCLG for consent to transfer <i>DCS/HOS</i>		
Complete stock transfer <i>DCS/HOS</i>		
Enter into Transfer Agreement and complete conveyancing <i>BSol</i>		
Disaggregate housing functions from the rest of the Council		
Provide financial support to the LSVT post ballot project <i>HoF</i>		
Complete staffing transfer and disaggregation of policy procedures and all staffing matters <i>BHRM</i>		
Advise on the impact of the transfer on residual staff and structures in the strategic Housing function <i>BHRM</i>		
Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		
Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		
Produce a timetable for transferring customer enquiries relating to tenants' repairs to the new Housing Association <i>HCS</i>		

### Corporate Theme 3: Help create a safer, stronger community which is socially cohesive

Key Action/ Outcome:

- 3.1 Work with partners to reduce the incidence of British Crime Survey Crime within the borough
- 3.2 Seek to reduce the fear of crime in the borough
- 3.3 Work with the Bracknell Forest Partnership to update the Council's Community Cohesion Strategy to cover the period 2007 – 2010
- 3.4 Improve community cohesion through culture and sport in accordance with the targets set out in the Local Area Agreement (3 year target).
- 3.5 Increase the level of community engagement and volunteering activities in the Borough in accordance with the targets set out in the Local Area Agreement
- 3.6 Deliver the commitments in the CYPP for children and young people's safety
- 3.7 Implement the Youth Justice Plan
- 3.8 Support partners in targeted speed reduction campaigns
- 3.9 Implement the electronic proof age scheme through e+.
- 3.10 Develop licensing and related policies which support cohesive communities
- 3.11 Improve safety and the sense of security in Bracknell Town Centre

Restructure the Safer Community Team		
Ensure that Community Safety issues are addressed in the town centre regeneration, through the production of		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time
















a strategy		
Implement and review the Safer Communities Strategy (CPA)		
Support the development of Neighbourhood Policing arrangements including the use of Police Community Support Officers for reassurance patrolling (Community Plan)		
Undertake at least three initiatives each year with Crimestoppers (Community Plan)		
Encourage crime deterrent schemes in public car parks such as car valeting and security guards to reduce car crime (Community Plan)		
Work with Bracknell Chamber of Commerce to protect business staff from violence (Community Plan)		
Use preventative and rehabilitative initiatives to reduce offending by Prolific and other Priority Offenders. (Community Plan)		
Work with partners to reduce vehicle crime and provide diversionary activities		
Implement the Domestic Violence Strategy to comply with BVPI 225		
Contribute to the development of the Corporate Community Cohesion Strategy		
Reduce the number of school governor vacancies to 9% of the total by end March 2008, by: <ul style="list-style-type: none"> <li>• persuading and encouraging the promotion of governance by governing bodies;</li> <li>• presence at events and targeted locations (eg Libraries);</li> <li>• ensuring better use of free opportunities available to the Council;</li> <li>• more active participation with the School Governors One Stop Shop;</li> <li>• contact with voluntary and placement organisations;</li> <li>• enhanced information collection and better analytical use of service information already collected;</li> <li>• engaging directly with under-represented social and ethnic groups;</li> <li>• more targeted advertising and enhanced promotional materials.</li> </ul>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time







The CYPP details the priorities identified to safeguard children and young people in Bracknell Forest.		
The Youth Justice Plan details the actions identified to reduce the offending of children and young people in Bracknell Forest		
Produce plan to secure delivery of LAA target on volunteering and engagement, specifically: <ul style="list-style-type: none"> <li>• Special Constables and school governors</li> <li>• Informal volunteering rates</li> </ul> Helping residents to influence decisions		
In collaboration with the Youth Service and BRP, identify options for youth provision and inclusion in the town centre		
Provide opportunities to participate in a wide range of arts and leisure services to help reduce crime in the Borough through purposeful diversion.		
Provide comments on the draft Community Cohesion Strategy.		
Implement and maintain work that will improve community cohesion through culture and sport working towards the targets set out in the LPSA/Local Area Agreement which will be next measured in the 2009 residents survey.		
Support partners in targeted speed reduction campaigns by introducing signage and designing traffic calming measures in areas with speed issues.		
Implement an electronic proof of age scheme by using the e+ card.		
Adopt and implement the Council's Gambling Policy.		
Review and redraft the Council's Licensing Policy		
Introduce an upgraded digital CCTV system to Charles Square Car Park		
Join the Park Mark safer parking scheme		
Through Park Mark undertake a full security assessment of the High Street Car Park		
Contribute to the development of the Council's Community Cohesion Strategy particularly inputting the views		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved





Shows Key actions that have not been or are not likely to be achieved on time

of those whose voices are seldom heard		
We will aim to increase participation by those who are seldom heard by developing an 'Expert by Experience' project with a target of involving 5 users in the first year		
Consult on the key areas of change to the Community Cohesion Strategy <i>DCS/ACE</i>		
Publish revised Community Cohesion Strategy <i>DCS/ACE</i>		
Evaluate Bracknell Forest's progress against the revised Equality Standard <i>DCS/ACE</i>		
Support the ACE with the delivery of: BF1500 residents panels Neighbourhood Action Groups and Forums run in conjunction with Thames Valley Police <i>ADC/ACE</i>		
Increase engagement in and awareness of democratic processes amongst members of the public, including young people through Local Democracy Week activities and neighbourhood forums <i>HDRS</i>		

## Corporate Theme 4: Increase participation in and enjoyment of art, culture, sport and recreation

Key Action/ Outcome:

- 4.1 Develop a new Cultural Strategy covering 2008-2010
- 4.2 Develop a new Parks and Open Space Strategy
- 4.3 Continue to implement the Council's Heritage Strategy, focussing on historic landscapes and in particular to a) establish an enhanced management regime for Lily Hill Park and b) create a Lottery bid for South Hill Park.
- 4.4 Improve access to Leisure facilities
- 4.5 Increase the percentage of 5 – 16 year olds who spend at least 2 hours per week on high quality PE and School Sport to 85% by 2008
- 4.6 Increase the percentage of adults participating in at least 30 minutes of moderate sport activity on 3 or more days a week (3 year target).
- 4.7 Increase further user satisfaction with library and information services


















Develop detailed response to PAYP programme		
Plan building of the trampoline centre at Brakenhale School		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time




To increase participation in physical education through developing; school – club links, leadership and volunteering opportunities and competition. This is delivered through the School Sport Partnership Programme.		
Make extensive use of opportunities to publicise the services available in Libraries.		
Modernise the Library service further by introduction of self service facility.		Project delayed by agreement with Executive Member. Awaiting possible move to new Library Management System and development of new library in the Civic Hub
Build a new improved library in Bracknell		
Develop a cultural strategy through review and extension of the existing strategy.		
Commence work on a cultural services self improvement plan.		
Complete the regional commentary for cultural services.		
Establish and support a Public Arts Advisory Panel to ensure innovative and appropriate public art is delivered.		
Write a new Parks and Open Spaces strategy		
Establish an enhanced management regime for Lily Hill Park.		
Create and submit a Lottery bid for South Hill Park.		
Maintain and develop arrangements for vulnerable groups to access 'mainstream' leisure facilities.		
Increase membership of the 'leisure saver' scheme.		
Maintain Charter Mark at 3 of the leisure facilities.		
Maintain and promote services that will contribute towards increasing the percentage of adults participating in at least 30 minutes of moderate physical recreation per week.		
Increase number of LD support workers working in the Leisure services to 4 to offer 7 day access within existing resources		
Develop new ways of organising support i.e. membership schemes for		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved









Shows Key actions that have not been or are not likely to be achieved on time

people to access leisure		
Increase use of Direct Payment to facilitate access to leisure facilities for mental health service users		
Detailed Accessibility survey to be carried out of all Council Buildings <i>HCP</i>		
Detailed programme of access work to be agreed by Community Cohesion Working Group and commented on by the Access Advisory Panel prior to programme commencement. <i>HCP</i>		

## Corporate Theme 5: Protect and improve public health in the Borough

Key Action/ Outcome:

- 5.1 Develop an overarching 'health strategy' for the Borough involving all Council departments and other partners and in particular to review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough
- 5.2 Deliver the commitments in the CYPP relating to the health of children and young people
- 5.3 Work with the PCT to improve access to health centres
- 5.4 Implement and enforce new provisions in relation to smoking in work or public spaces
- 5.5 Introduce new 'Catering for Health' and 'Safe Food' awards
- 5.6 Produce a public health report for the Borough
















Consult partners and deliver a health and well-being strategy for the Borough		
Review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough		
Contribute input from Overview and Scrutiny to the annual 'Healthcheck' declarations by the 4 NHS Trusts		
Support Overview and Scrutiny Working Groups on: Healthcare Funding; Patient Focus; Health Strategy; and Extended Schools/Childrens Centres		
Support health scrutiny members (both BFBC and Joint East Berkshire) in making an effective contribution to debate about and consultation on local health provision		
To ensure all schools are engaged in the healthy schools programme the key priorities will be;  - continue link with local partners - continue to manage the healthy school programme		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

- to work with schools and support teachers		
Work with members of the Children and Young People's Strategic Partnership to deliver the commitments in the CYPP relating to the health of children and young people (Actions BH1-6)		
Promote healthy eating through the school meal service		
Contribute to the overall priorities of the Public Health Working Group (E&L lead)		
Work with Education, Children's Services & Libraries to encourage all schools to join in the Healthy Schools programme.		
Maintain the very high usage of leisure facilities.		
Maintain the delivery of GP referrals to sports and fitness facilities.		
In liaison with the PCT improve footpaths and cycleways and increase the number and frequency of bus routes passing health centres.		Meetings with the PCT are scheduled to investigate resources/possibilities.
Work with Corporate HR to develop a smoking policy in relation to BFBC workplaces.		
Write guidance for staff on enforcing smoking in public places and publicise changes in the law.		
By working with local business and the PCT implement the provisions of the smoking in public places legislation.		
By working with local business and the PCT design and introduce a "Catering for Health" food award.		
By working with local business and the PCT design and introduce a "Safe Food" award.		
Working with the PCT publish a comprehensive annual report on the state of public health within Bracknell Forest.		
Contribute to work programme of Berkshire East Joint Strategic Commissioning Board and implement any joint commissioning proposals agreed by the Board.		
Revise terms of reference of Health and Social Care Partnership Board		

## Corporate Theme 6: Improve outcomes for children and young people

Key Action/ Outcome:















Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time



- 6.1 Implement the actions included in the second year of the CYPP
- 6.2 Improve the life chances of looked after children by a) reducing the number of days of missed schooling, b) improving Key stage 2 and 3 results and c) increase percentage of children in and out of school hours learning
- 6.3 Improve attendance and reduce exclusion at schools
- 6.4 Work with partners to develop, promote and implement a 'Preventative Charter' for all children and young people's services
- 6.5 Work with schools and other partners to ensure that 14 schools offer a full range of extended services and 6 children's centres are established within the Borough
- 6.6 Develop clear transition pathways for young people with physical or sensory disabilities as they reach adulthood
- 6.7 Improve environmental management in schools a) increase the percentage of pupils in LA schools, b) increase recycling in schools, c) improve energy management in schools
- 6.8 Improve further the commissioning of children's service and establish a children's trust

Deliver Actions EA 1-7, PC1-4, EW1-4, WT1 of the CYPP, 2006 - 2009		
Implement actions arising from Consultant's Report on Exclusions		
Issue new guidance with regard to School Attendance Matters		
Implement the Preventative Charter and Self Assessment Toolkit for children and young people's services, reporting to the Children & Young People's Strategic Partnership		
Work with schools and other partners to ensure that 14 schools offer a full range of extended services and 6 children's centres are established within the Borough		
Transition Policy developed and transition arrangements effective.		
Promote recycling in schools through training and workshop events		
Improve & promote energy management in schools through training and workshop events.		
Work with the Children & Young People's Strategic Partnership to develop and establish a children's trust model		
Continue to review and improve the processes involved in the effective recruitment and retention of staff, both on the frontline, including in schools, and across the Department		
Project manage the construction of the new school at Garth Hill		
Lead the Department's preparation for the APA/JAR assessment process.		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Implement ICS software		
Implement ContactPoint		
Manage competition for development of a new school at Peacock Farm		
Completion of the Portman Close Project		
Maintain high number of attendances on junior teaching course offered through Leisure.		
Maintain high level of contacts through Young People in Sport scheme delivered by Leisure.		
Increase the percentage of pupils in LA schools covered by a school travel plan.		
Increase recycling in schools during 2007/08.		
Improve energy management in schools.		Environmental management reports developed which address improved energy management
Ensure all relevant staff receive training in the transitions pathway		
Review the function of the Transition Panel in preparation for 2008/09		
Finalise Transition Policy and Protocols		
To provide a building service to the Department of Education, Children's Services & Libraries to meet their programme to develop schools and children's centres <i>HCP</i>		
Prepare and circulate School Energy and Environmental Plans and provide advice on these areas when required. <i>HCP</i>		

## Corporate Theme 7: Increase participation in adult learning

Key Action/ Outcome:

7.1 Develop an adult learning plan

7.2 Meet the targets set out in Local Area Agreement to meet the learning and training requirements for the town centre regeneration through the SEEDA funded 'Grow your Own' project






7.3 Increase the number of lowest skilled adults, non-employed and under-employed adults to access learning, training and employability skills



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Negotiate and produce a Development Plan for Adult Learning as a basis for grant funding from the Learning and Skills Council (Thames Valley) for the Academic Year 2007/8		
Prepare an Adult Learning Plan for Executive approval covering the Academic Year 2007/8		
Work through the Grow Our Own Project Team to establish pilot activity in BF to support Regeneration		
Plan and implement programmes of adult learning which target and support those with low skills seeking improved employment opportunities		
Complete the development of the Brakenhale Open Learning Centre		

## Corporate Theme 8: Improve services for vulnerable adults and older people

Key Action/ Outcome:

- 8.1 Implement self-directed support for adults with learning difficulties
- 8.3 Implement the commissioning strategy for older people in conjunction with the East Berkshire PCT
- 8.4 Agree timescales for developing commissioning strategies for all client groups
- 8.5 Modernise services for people with a learning disability
- 8.6 Increase the number of people with physical disability being helped to live at home
- 8.7 Improve Adult Protection procedures and awareness with all partners
- 8.8 Implement the action plan for the Supporting People strategy in consultation with the Audit Commission
- 8.9 Increase the take-up of direct payments for all client groups
- 8.10 help older people with dementia to remain longer in the community rather than long term institutional type care
- 8.11 Increase the number of older people being helped to live at home
- 8.12 Deliver a single assessment framework for older people
- 8.13 Agree the strategic framework for services for older people with mental health needs in partnership with PCT and Berkshire health care trust
- 8.14 Provide cultural development opportunities for adults through a) Home library service b) the activities of reading groups in residential homes
- 8.15 Work with partners across the South East to implement a National Intelligence Model in respect of trading standard enforcement.
- 8.16 Finalise and begin implementation of a comprehensive council wide strategy for older people















To deliver a Home Library Service to 37 residential (nursing and care)		
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Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time










homes and day centres in the Borough		
To deliver Library materials to individuals confined to their own homes in the Borough		
To organise reading groups in at least 2 residential homes in the Borough		
To organise reminiscence sessions for older people in at least 4 libraries in the Borough		
Work with partners across the South East to implement a National Intelligence Model in respect of trading standards enforcement.		
Prepare draft Older People's Strategy		Timetable will not be met due to competing pressures and loss of staff. New timetable being worked up – aim to present draft to Executive in early 2008.
Complete the information/training programme for staff, service users and carers.		
Develop flexible ways of accessing Personal Budgets (e.g. e-cards, Individual Service Funds, Brokerage etc).		
Develop a Purchasing Plan to underpin the OP Commissioning Strategy.		
Develop needs analysis for all client groups to inform the commissioning strategies.		
Develop draft commissioning strategies for consultation for all client groups.		
Develop Purchasing Plans for all client groups.		The strategies are in draft and they have to be consulted on until December and then be agreed by the Executive in Feb and March. The Purchasing Plans come after the strategies.
Review the Health and Social Care Partnership Board Terms of Reference giving consideration to the emerging east Berkshire Partnership structure.		
Appoint an assistant care manager – assistive technology.		
Reduce waiting times for OT		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Assessments for DFG.		
Raise the profile of adult protection via specific events including the Adult Protection Forum.		
Revise the training programme for adult protection to reflect safeguarding adults policy.		
Extend the options for e-cards.		
Ensure current Domiciliary Care Service users can use direct payments to retain current provider if possible.		
To develop new expanded Home Care Dementia Team within existing resources.		
To develop a care pathway for older people mental health including a single point of contact.		To develop a care pathway for older people mental health including a single point of contact. A decision was taken that the care pathway needed to be developed with the joint Community Mental Health Team for old age (CMHTE) manager in post and when a definitive date for relocation of the CMHTE had been established. This has now been achieved and the care pathway is being led by the new manager who was only recently appointed. Therefore the objective completion date has been revised and is due for completion by November 2007.
Develop an action plan following review of the Older Peoples' Mental Health Strategy.		
Support corporate work in development of Strategy for Older People HOS		
Participate in the training needs analysis for staff and deliver the learning and development requirements <i>BHRM</i>		

## Corporate Theme 9: Create and maintain a quality environment

Key Action/ Outcome:

9.1 Further improve the standards of open spaces and the visual environment within the borough.

9.2 Improve waste management and recycling in the Borough

9.3 Incorporate plans for Combined Heat and Power in the designs for the new Civic Hub



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved

















Shows Key actions that have not been or are not likely to be achieved on time

9.4 Develop a climate change action plan to meet the Council's obligations under the 'Nottingham Declaration'

9.6 Review the management plan and future investment need for the London road ex-landfill site

9.7 Work with external contractors, land owners and agencies to reduce the amount of fly-tipped rubbish in the borough.

Revise RE3 Communications Strategy with Wokingham and Reading Councils		
Within resources available design and implement projects to improve the standards of open spaces and the visual environment in the Borough.		
Assess the designation merits in respect of a new conservation area around Church Road, Crowthorne and a new conservation area around Monks Alley, Binfield.		
Develop a joint waste strategy for RE3 with Wokingham and Reading Councils.		
Increase recycling rates in the Borough to 40%.		
Ensure plans for Combined Heat and Power are included in the designs for the new Civic Hub.		
Undertake an energy efficiency audit of the Council's buildings.		
Write and publish an energy strategy for the borough.		
Work with the Head of Property Services to generate and implement initiatives to reduce energy consumption and carbon emissions in Council buildings.		
Develop and implement a Bracknell Forest Climate Change Strategy by 2009.		
Review the management plan and future investment need for the London road ex-landfill site and submit a capital bid for the work.		Gas management/migration still problematic. Capital bids for future works submitted.
Work with external contractors, land owners and agencies to develop plans to reduce the amount of fly-tipped rubbish in the borough.		
Energy Manager to assist consultants by providing information to enable brief to be developed. <i>Corp Property</i>		
climate change action plan by providing information on energy		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved













Shows Key actions that have not been or are not likely to be achieved on time

consumption and suggested measures for reduction. <i>Corp Property</i>		
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## Corporate Theme 10: Improve transport and movement in and around the Borough

Key Action/ Outcome:

- 10.1 Implement and first phase of the LTP2 programme
- 10.2 Implement the Green Travel Plan for the Borough Council
- 10.3 Work with the Government Office for the South East and neighbouring authorities to press for improvement in major junctions in and around the borough.
- 10.4 Continue to support the Airtrack Forum to deliver a direct rail link to Heathrow Airport via Bracknell Forest Borough Council
- 10.5 Create the first phase of the Bracknell Forest traffic model
- 10.6 Enter into a punctuality improvement partnership with First Bus
- 10.7 Complete the first phase of the review of 'A' and 'B' class road speed limits
- 10.8 Produce a highway asset management plan
- 10.9 Produce a draft Highway Network Management Plan
- 10.10 Introduce the national concessionary fares scheme for borough residents
- 10.11 Increase the level of public transport uptake and satisfaction
- 10.12 Reduce the percentage of journeys to school made by car




Replace the Mill Lane Bridge.		
Complete the planned programme of highway maintenance		
Implement actions due in 2007/08 from the Green Travel Plan.		
Attend meetings with the Government Office for the South East and neighbouring authorities to press for improvement in major junctions in and around the borough.		
Attend meetings of the Airtrack Forum to lobby for a direct rail link to Heathrow Airport via Bracknell Forest Borough Council.		
Write the first phase of the Bracknell Forest traffic model.		
Write and have signed punctuality improvement agreement with First Bus.		
Complete the first phase of the review of 'A' and 'B' class road speed limits.		
Write, consult on and have published a highway asset management plan.		Slow progress in view of limited resources.
Write and put out for consultation a draft Highway Network Management Plan.		Slow progress in view of limited resources compounded by the need to replace the Traffic Manager.



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Implement and administer the national concessionary fares scheme for borough residents.		
Increase number and frequency of bus and train routes in the Borough.		
Reduce the percentage of journeys to school made by car by 10%.		<p>The Councils draft “Sustainable School Travel Strategy” published as required by The Education and Inspections Act. Talks held about a possible expansion in the choice of incentives for the Walk on Wednesday Scheme.</p> <p>The “Safe Routes to School” programme of physical improvements to help walking and cycling to school continued.</p> <p>Note: Government requires a new target for the school journey to be set in July 2007 for 2010/11, which will supersede established targets in the adopted LTP. Surveys are (only) conducted now, by Government instruction, each January. A 10% shift (leaving aside variation due to weather) in one year (or by January 2008, since that is the survey date) is an extremely difficult target to meet and is a very unlikely outcome unless substantial funding is made available.</p>

## Corporate Theme 11: Improve efficiency, effectiveness and access to services

Key Action/ Outcome:

- 11.1 Review the Council’s medium term financial strategy in the light of the housing stock transfer ballot
- 11.2 Increase efficiency through delivery of further procurement savings
- 11.3 Implement the Council’s Risk Management Strategy and Business Continuity Plan
- 11.4 Complete a review of the joint arrangements established between Berkshire UAs
- 11.5 Implement a programme for the disposal of any surplus assets
- 11.6 Develop and implement infrastructure and support services to deliver mobile and flexible working initiatives
- 11.7 Implement the next phase of the Customer Contact Strategy and stage 2 of the CRM frontline system development
- 11.8 Develop, consult on and implement five year ICT strategy
- 11.8 Develop, consult on and implement five year ICT strategy
- 11.9 Administer the Borough/Parish council elections in accordance with legislation including the Electoral Administration Act




Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time



- 11.10 Implement the outcomes of the Council-wide efficiency review and the Support Services Review
- 11.11 Improve access to the planning service.
- 11.12 Establish systems to support integration of work across Children's Services and the sharing of information between professionals
- 11.13 Implement the workforce strategy to d) ensure all practitioners working with children and young people are appropriately qualified, trained and are able to access professional development to support their role
- 11.14 Implement HR and finance self-service provisions for staff and managers
- 11.15 Implement the Council's Equality schemes for Gender and Disability
- 11.16 Review the Council's Race Equality Scheme
- 11.17 Address issues of community cohesion by working with partners to establish a BME forum and using forum to assess unmet needs





Undertake Direction of travel self-assessment (CPA)	N/A	Audit Commission have informed us that no DOT self-assessment will be required
Manage annual CPA		
Undertake timely monitoring and assessment/comparison of performance information, highlighting changes in performance appropriately		
Prepare and publish an Annual Report		
Act as a resource to the Council and its services to undertake research – with emphasis on future developments, new legislation and guidance		
Investigate, specify and – subject to resources – implement a performance management system for the whole Council		
Provide support and assistance and co-ordinate any Beacon Council applications		
Seek out and participate in relevant performance benchmarking groups		
Refresh approach to QOR and CPOR reports (as part of this develop plans for a transition from performance monitoring to more of a performance management approach)		
Produce statement assessing the community cohesion and inclusion aspects of the town centre regeneration		
Produce and implement annual departmental communications and marketing forward plans		
Produce Town & Country every quarter		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time



















Answer media enquiries according to the Council's media protocols		
Produce forest views staff newsletter every month		
Conduct staff attitude survey 2007		
Review internal communications strategy as a result of the staff survey		
Carry out internal and external communications campaigns according to the Council's priorities		
Implement the Council's Risk Management Strategy and Business Continuity Plan		
Implement the outcomes of the Council-wide efficiency review and the Support Services Review		
Shared Processes Group to manage the integrated services agenda (including e-CAF, Information Sharing and IT), in delivering the actions under priority WT4 in the CYPP		
Update recruitment practices in response to departmental requirements to attract appropriately skilled personnel to posts within the children's workforce.		
Provide advice and support on professional development opportunities for school staff and workforce remodelling practices		
Implement the Council's Equality schemes for Gender and Disability		
Contribute to the review of the Council's Race Equality Scheme		
To ensure safe recruitment practice is maintained a system of recording the pre-employment checks will be made operational across the children's workforce.		
Continue to lead the Department in its search for financial efficiency without risking the quality of services provided, nor the effective promotion of school standards and the wider ECM agenda.		
Implement B2B system for Personnel		
Implement IT remote access to school admin network		
Improve accuracy of student address data		
Support performance management within the department including: responding to requests for performance information and analysis; supporting the development of an		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time














integrated performance management framework across the department.		
Coordinate department performance and policy returns including service plans; corporate plans; and government returns		
Run a test of the Council's Business Continuity Plan.		
Maintain the OHSAS 18001 quality management system for health and safety in 6 of the leisure sites.		
Provide e-enabled access to leisure services.		
Implement the on-line licensing package.		
Start to implement the e-enabled complaint on-line package for environmental health and trading standards.		
Draft a corporate GIS strategy for 2007-2010.		
Carry out any actions arising from the PWC Council-wide efficiency review.		
Start to research and implement any action from the PWC Council-wide efficiency review.		
Make any structural changes required by the outcome of the Support Services review.		
Enabling and promoting planning applications to be made online through the National Planning Portal.		
Enabling comments on planning policy matters to be made on line via Public Access.		
Enabling planning enforcement concerns to be registered and monitored online.		
Capturing all the planning history of the borough into the Council's planning database.		
Implement the actions in the Disability Equality Scheme Action Plan.		
Implement the actions in the Gender Equality Action Plan .		
Provide comments on the draft Race Equality Scheme.		
Support DMT to carry out any changes, for 2007/08 and 2008/09 required by the Council-wide efficiency review.		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time













Support DMT to start to research and implement any changes in 2009/10 required by the Council-wide efficiency review.		
Make any structural changes required by the outcome of the Support Services review.		
Produce Action Plan for the department's deliverables in the Equality Schemes.		
Contribute to the review of the Council's Race Equality Scheme.		
Monitor, update and deliver the medium term financial plan with particular emphasis on the delivery of the 2007/08 budget and preparations for the 2008/09 budget <i>BT</i>		
Support transition to a new external auditor <i>HoF</i>		
Implement corporate contracts to achieve procurement savings eg Home to School transport, taxis, banking, insurance, building cleaning. <i>HoF</i>		
As lead authority, provide financial support to the Berkshire Improvement Partnership and the Berkshire Procurement and Shared Services Unit <i>HoF</i>		
Extend the remit of the Integrated Transport Unit to include Social Services transport <i>HoF</i>		
Develop and implement a risk management training programme for Members and officers <i>HoF</i>		Implementation slower than anticipated following inability to recruit a suitable candidate for the post of Head of Audit and Risk Management for a second time. An offer has now been made although the person is unlikely to be able to take up their duties until 2008. The Council's insurers are assisting in the interim, although their initial focus will be to update the corporate risk register.
Refresh the Corporate Risk Register <i>HoF</i>		As above
Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities <i>BSol/BT</i>		
Amendments to Joint Arrangement Agreements <i>BSol</i>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time












Complete a review of the financial aspects of Berkshire joint arrangements/shared services <i>HoF/BSol</i>		
Work with Department of SS&H to develop property strategy to reduce revenue outgoings as well as raise capital for investment in improved service provision for adults with learning difficulties <i>Corp Property</i>		
Disposal programme to recommence when SPA mitigation measurers approved <i>Corp Property</i>		
Develop and implement infrastructure and support services to deliver mobile and flexible working initiatives. This will support work styles being developed to support the Civic Hub etc. <i>CIO/BHRM</i>		
Implement the CRM work programme for 2007 <i>HCS/CIO</i>		
Produce a CRM programme for 2007 – 2010 <i>HCS/CIO</i>		
Develop, consult on and implement five year ICT Strategy and in particular to increase the online transaction capability of the Council's website including extension of the online payments facility <i>CIO</i>		
Increase use of the online payments facility		
Administer the Borough/Parish Council elections in accordance with legislation including the Electoral Administration Act 2006		
Prepare effectively for, and deliver successfully the 2007 Borough/Parish Council elections; ensuring adequate levels of staff; managing the postal vote opening sessions and maintaining the integrity of the democratic process <i>HDRS</i>		
Implement outcomes of Support Services Review in accordance with agreed action plan <i>DCS/HOS</i>		
Implement agreed programme of works for Corporate Services from Council-wide efficiency review <i>DCS/HOS</i>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



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Support Departments of Council to implement agreed programmes of works from Council-wide efficiency review <i>BT/HOS</i>		
Implement the Pay and Workforce Strategy to a) develop improved basic skills for workers to enhance career prospects within the Council b) develop better leadership and management skills within the workforce to improve management competence c) develop clear, viable grow your own routes for a range of professional areas within the Council		
Submit version 3 of the Pay and Workforce Strategy to Employment Committee for endorsement which will include a revised Action Plan to meet the requirements of the Key Actions <i>BHRM</i>		
Ensure 100% staff appraisal return (except for long term sickness) <i>All</i>		
Consider the Council's response to the Modernisation Agenda for the Registration Service <i>HDRS</i>		
Deliver the agreed Member Induction Programme and/or rolling 4 year programme to ensure Member learning and development needs are met <i>HDRS</i>		
Implement HR and Finance 'self-service' provisions for staff and managers <i>BHRM/HoF</i>		
Improve and upgrade the functionality of Yourself Revise the staffing structure of Payroll/HR Systems Administration to create a team able to develop REBUS (Yourself) self-service model for staff and managers <i>BHRM/HoF</i>		
Implement the Council's Equality schemes for Gender and Disability		
Implement actions for Corporate Services in Disability Equality Scheme <i>DCS/HOS</i>		
Implement actions for Corporate Services in Gender Equality Scheme <i>DCS/BHRM</i>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved










Shows Key actions that have not been or are not likely to be achieved on time

Review the Council's Race Equality Scheme <i>DCS/ACE/BHRM</i>		
Work with Bracknell Forest Voluntary Action to establish BME Forum <i>DCS/ACE</i>		
Use Forum to assess unmet need <i>DCS/ACE</i>		

## Corporate Theme 12: Improve Corporate Governance and Partnership Working

Key Action/ Outcome:

- 12.1 Undertake a review of the Councils practices against best practice of Corporate Governance and partnership arrangements and implement any consequent amendments
- 12.2 Ensure effective implementation of the Local Government and Public Involvement in Health Act in particular by establishing a new Public Services Scrutiny Board
- 12.3 Support Member development
- 12.4 Lead and co-ordinate the refresh of the Local Area Agreement between the Government and Bracknell Forest Partnership
- 12.5 Lead and co-ordinate the refresh of the sustainable community strategy
- 12.6 Ensure that partners work together to improve outcomes for young people aged 14 to 19, including those who have additional needs.















Develop, re-shape and continue to support and facilitate the Neighbourhood Forums and Action Groups		
Support members to develop a work programme for Overview and Scrutiny		
Review and update BFP governance arrangements in light of changing Government agenda		
Develop the LAA performance framework, specifically roll out integrated performance management framework to all key BFP partnerships (CYPP, H&SC, LSP, Crime and disorder) and put plans in place for similar version for departments		
Implement Action Plan to improve the BFP's internal and external communications		
Produce Annual Report of Overview and Scrutiny		
Restructure O&S to accommodate requirements of the Police and Justice Act (and secure necessary changes to Council's Constitution)		O&S Commission have noted the government's delay in issue of guidance and commencement of the Policy and Justice Act until 2009, so restructure will not be done in 2007.



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Establish scrutiny arrangements for the Bracknell Forest Partnership		
Lead and co-ordinate the refresh of the Local Area Agreement between the Government and Bracknell Forest Partnership		
Produce six monthly progress review of LAA for Government Office for the South East (GOSE)		
Draft the refresh of the Sustainable Community Strategy		
Produce proposals on a set of voluntary (and benchmarked) quality of Life performance indicators		
Ensure schools have up-to-date information on accredited award schemes and support in developing programmes.		
Support schools following Diploma Gateway outcome (March 2007) in order to develop range of provision from September 2008.		The 14 -19 Partnership continues to work towards a robust 14-19 Education Plan for the period 2008 -2013.
Influence providers of learning programmes to match provision with the needs of the learner, including support for teachers in the analysis of data and strategies to promote access to the curriculum and effective interventions.		
Support providers in the development of coordinated delivery models (including timetables) in order to enhance the role of the consortium in broadening the range of available provision		Significant increase in the number of young people accessing provision in more than one institution from September 2007. Guidance provided to schools on the process to follow in order to restructure the school day to promote greater timetable coordination.
Contribute to the Bracknell Forest NEET Strategy coordinated by the Pathways To Success Working Group.		Draft NEET Strategy, including targets, approved by the 14-19 Partnership. Key actions for implementation agreed.
Embed new arrangements for the delivery of the Connexions Service in Bracknell Forest		
Support senior leaders in schools to evaluate school, group and individual attainment and progress and secure continued improvement.		
Review the terms of reference and membership of the 14 – 19 Partnership.		
Children & Young People's Strategic Partnership work effectively towards strengthening partnership working to address the additional needs of 14 to 19 year olds.		












Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



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Implement ContactPoint		
Review to be conducted having regard to best practice guidance from CIPA, ACSeS, DCLG <i>BSol/ACE/Hof</i>		
Partnership Handbook to be amended <i>BSol/ACE/Hof</i>		
Review and develop robust partnership governance arrangements having regard to the Local Government & Public Involvement in Health Bill <i>HDRS/BSol/Hof</i>		
Report to CMT and Executive following enactment identifying implementation stages required and timetable <i>BS</i>		
Report on amendments to Code of Conduct to Council following consideration by the Standards Committee <i>BSol/HDRS</i>		
Advice to Parish Councils on revised Code <i>BSol/HD</i>		
Training sessions for all Borough and Parish Members <i>BSol/HDRS</i>		
Develop and implement a work programme to ensure the effective delivery of the Members' Charter for Learning and Development <i>HDRS</i>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved






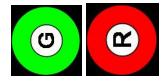
Shows Key actions that have not been or are not likely to be achieved on time

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## Annex B - Detailed information on Key Performance Indicators










Quartile comparative information is included where available, which relates to the 2005/06 financial year which is the latest quartile data available. The National quartile position relates to the target for 07/08, not the progress year to date.

Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
<b>Corporate Theme 2 : Promote sustainable communities through innovative housing strategies and effective maintenance policies</b>					
<b>Quarterly indicators</b>					
-	BV 106 Percentage of new homes built on previously developed land (EL)	Annual indicator	60%	Top quartile = 96.74	Achieved 95%
	BV 63 energy Efficiency – the average SAP rating of local authority owned dwellings	72.01	69	2nd	Target of 69 is based on forthcoming new rating which is equivalent to 70 in existing rating
-	BV 184 a The proportion of LA homes which were non-decent at 1 April 2006	Annual indicator	27.35	2nd	
-	BV 184b The percentage change in proportion of non-decent LA homes between 1 April 2007 and 1 April 2008	Annual indicator	4	Top quartile = 28.3	
	BV 200 Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and thereafter maintain a three year rolling programme? (EL)	Yes	Yes	n/a	LDS submitted April 2007 is now approved by GOSE
	BV 200 b Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets	yes	Yes	Top	



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved







Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	out (EL)				
	BV 212 Average time taken to re-let LA housing (SSH)	32.49	27	Not known	This dip in performance was brought about by vacancies in the voids team which have now been addressed. Performance will improve throughout the rest of the year and it is hoped that the target will be achieved.
	BV 66a Rent collected by the local authority as a proportion of rents owed on HRA dwellings (SSH)	97.02%	97	Bottom	Bottom quartile = 97.07 Top quartile = 98.59
	Bv 66 b The number of LA tenants with more than 7 weeks of (gross) rent arrears as a percentage of the total number of council tenants (SSH)	6.53%	6.5	3rd	
	BV 66 c Percentage of LA tenants in arrears who have had Notices Seeking Possession served. (SSH)	37.43%	34	3rd	
	BV 66d Percentage of LA tenants evicted as a result of rent arrears (SSH)	0.36%	0.15	Top	
	BV 74 a Satisfaction of tenants of council housing with the overall service provided by their landlord: overall satisfaction (SSH)	75	n/a	2nd	
	BV 74 b Satisfaction of tenants of council housing with the overall service provided by their landlord: i) black and minority ethnic tenants (SSH)	70	n/a	2nd	
	BV 74 c Satisfaction of tenants of council housing with the overall service provided by their landlord: ii) non-black and minority ethnic	75	n/a	2nd	



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Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

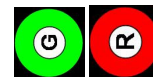
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	tenants (SSH) BV 75a Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - all tenants (SSH)	70	n/a	2nd	
	BV 75 b Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - black and minority ethnic tenants (SSH)	67	n/a	Top	
	BV 75 c Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - non-black and minority ethnic tenants (SSH)	75	n/a	2nd	
	BV 183 b The average length of stay (weeks) in (b) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need (SSH)	0	0	Top	
	Bv 202 The number of people sleeping rough on a single night within the area of the authority (SSH)	0 - 10	0.10	2nd	
	Bv 213 Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation (SSH)	1.73 (77cases)	3.57 (161 cases)	Bottom	



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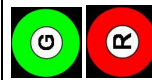
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 64 The number of private sector vacant dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority (SSH)	30	76	3rd	
<b>Corporate Theme 3: Help create a safer, stronger community which is socially cohesive</b>					
-	E47 Ethnicity of older people receiving assessment (new definition) (SSH)	-	1.20	n/a	Annual indicator
-	E48 Ethnicity of older people receiving services following as assessment (new definition) (SSH)	-	1.00	n/a	Annual indicator
	BV 2a The level of the Equality Standard to which the Authority conforms in respect of gender, race and disability (CEX)	Annual Indicator	2 working towards 3	n/a	
	BV 2b Quality of Race Equality Scheme (RES) and the improvements resulting from its application (CEX)	84%	95%	Top	
	CC01 Percentage of people who feel that their local area is a place where people from different backgrounds can get on well together (CS)	54%	n/a	Bottom	3 year assessment by Audit commission
	BV11a the percentage of top paid 5% of local authority staff who are women at 31 March (CS)	33.38%	37%	2nd	
	BV11b The percentage of the top paid 5% of local authority staff who are from an ethnic minority at 31 March (CS)	5.44%	7%	Top	
	BV 11c the percentage of top paid 5% of local authority staff who have a disability at 31 March (CS)	1.81%	1.16%	3rd	This figure excludes all staff in schools maintained by the authority. Target is to be set once base data is available.



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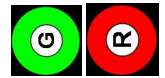
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 16 the percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition at 31 March	1.81%	1.85%	Bottom	
	BV 17 a The percentage of local authority employees from ethnic minority communities at 31 March	2.96%	3.25%	3rd	
	BV 49 Placements for looked after children (ECSL)	19%	13%	n/a	This is an area where performance is very volatile. Small changes in cohort (which are frequent) have a significant effect on the statistical performance.
	BV 99a (i) No of people killed or seriously injured (KSI) in road traffic collisions in the previous calendar year (EL)	47	31	Top	Target os for calendar year 2007. Performance given is for the 12 months to July 07 KSi increased sharply in 2006. However, detailed analysis does not indicate a pattern within the causes and could be a "blip" in the general trend which has shown a steady decline. However, we are working in partnership with the Police and specialist Traffic Accident Units and will be reporting to Scrutiny. A scrutiny working group has been set up to address improvement in this area, relating to all measurements in BVPI 99.
	BV 99 a (ii) Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions in the previous calendar year (EL)	-24.2%	-50%	3rd	KSi increased sharply in 2006. However, detailed analysis does not indicate a pattern within the causes and could be a "blip" in the general trend which has



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Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target




<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 99 A (iii) Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions in the previous calendar year compared to the 1994-98 average (CS)	-34.7%	-57%	Bottom	shown a steady decline. However, we are working in partnership with the Police and specialist Traffic Accident Units and will be reporting to Scrutiny. KSI increased sharply in 2006. However, detailed analysis does not indicate a pattern within the causes and could be a "blip" in the general trend which has shown a steady decline. However, we are working in partnership with the Police and specialist Traffic Accident Units and will be reporting to Scrutiny.
	BV 99 b (i) Number of children (aged under 16) killed or seriously injured in road traffic collisions in the previous calendar year (EL)	3	3	Top	On target
	BV 99 b (ii) Percentage change in the number of children (aged under 16) killed or seriously injured (KSI) in road traffic collisions in the previous calendar year (EL)	-25%	0%	Bottom	On target
	BV 99 b (iii) Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions in the previous calendar year compared to the 1994-98 average (EL)	-66.7%	-66.7%	2nd	On target

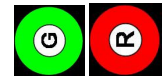


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Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target










<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 99 c (i) Number of people slightly injured in road traffic collisions in the previous calendar year (EL)	347	309	Top	KSi increased sharply in 2006. However, detailed analysis does not indicate a pattern within the causes and could be a "blip" in the general trend which has shown a steady decline. However, we are working in partnership with the Police and specialist Traffic Accident Units and will be reporting to Scrutiny.
	BV 99 c (ii) Percentage change in the number of people slightly injured in road traffic collisions in the previous calendar year (EL)	+11.9%	-0.6%	Bottom	KSi increased sharply in 2006. However, detailed analysis does not indicate a pattern within the causes and could be a "blip" in the general trend which has shown a steady decline. However, we are working in partnership with the Police and specialist Traffic Accident Units and will be reporting to Scrutiny.
	BV 99 c (iii) Percentage change in the number of people slightly injured in road traffic collisions in the previous calendar year compared to the 1994-98 average (EL)	-8.7	-16.2%	3rd	KSi increased sharply in 2006. However, detailed analysis does not indicate a pattern within the causes and could be a "blip" in the general trend which has shown a steady decline. However, we are working in partnership with the Police and specialist Traffic Accident Units and will be reporting to Scrutiny.



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	BV 162 Reviews of child protection cases (ECSL)	100%	100%	Top	
	BV 163 Adoptions of looked after children (ECSL)	7.2%	5%	3rd	Performance varies with changes in cohort (small numbers of adoption cases)
	BFPI Number of school governor vacancies as a percentage of the total (ECSL)	6%	9%	Top	Current performance has exceeded the target of 9% and is among the best in the country. We anticipate the usual seasonal increase in vacancies in the autumn term 2007, but are confident that we will continue to meet the target for the year.
	BV 126 Domestic burglaries per 1000 households (CEX)	5	6.87	Top	
	BV 127a Violent crime per 1000 population (CEX)	9.11	15.72	Top	
	BV 127b Robberies per 1000 population (CEX)	0.24	0.24	Top	
	BV 128 Vehicle crime per 1000 population (CEX)	4.37	10.12	Top	
-	Bv 166 a Score against a checklist of enforcement best practice for	Annual Indicators	100%	(95% could result in 2 <sup>nd</sup> quartile)	Outcome of Deloitte & Touche audit confirmed that performance has been maintained at a



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	environmental health (EL)				constant rate of 95%. To work towards improvement by the end of the financial year.
-	Bv 166 b Score against a checklist of enforcement best practice for Trading Standards Environmental Health (EL)	Annual Indicators	100%	3rd	No progress due to staffing resources
	BV 174 Racial incidents recorded (CEX)	3	30	n/a	
	BV 175 Racial incidents resulting in further action (CEX)	100%	100%	n/a	
-	BV 215 a Average number of days taken to repair a street lighting fault under the control of Bracknell Forest (EL)	-	5%	n/a	Annual indicator
--	BV 215 b Average number of days taken to repair a street lighting fault under the control of a Distribution Network Operator (EL)	-	26 days	n/a	Annual indicator
	BV 225 Actions against domestic violence (CEX)	90%	100	n/a	
<b>Corporate Theme 4: Increase participation in and enjoyment of art, culture, sport and recreation</b>					
	BFPI Number of 5 – 16 year olds who spend at least 2 hours per week on high quality PE and school sport (ECSL)	81% (2006-07 provisional figure)	90%	n/a	Results of new PESSCL survey undertaken by all schools in June/July will be published in Sept/Oct
	BV 219 (b) Percentage of conservation areas in the Local Authority area with an	100%	100%	n/a	All CAs have an up to date character appraisal



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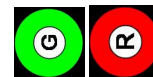
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	up to date character appraisal (EL) BV220 Composite library indicator (ECSL)	Library Service meets 8 of the 10 PLSS standards and is currently rated 3		n/a	(lowest score is 1, highest is 3). Indicator likely to be discontinued after 2008 with the introduction of a new system of performance management for libraries
	BV 156 The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	35.7% (06/07)	50.6%	n/a	A constraint on delivery of improvement is the scale of budget provision. Individual improvements required may exceed the total budget provision.
	BFPI To minimise net expenditure by optimising income levels in Leisure (EL)	£5,067,000	£8,860,000	n/a	
	BFPI Number of customer visits/contacts to leisure facilities and sports development (excluding EP Conference Centre but including BFBC facilities operated by third parties). (EL)	1,237,685 (Q1 = 612043) (1,256,223)	2,242,000	n/a	Although all facilities have suffered the usual fluctuations associated with seasonal business the overall usage is almost 1% up on previous year
	BV 205 Bracknell Forest's score against a "Quality of Services" 18 points checklist, expressed as a percentage	100%	100%	Top	
	BFPI Number of schools who have achieved the new Health Schools Award (ECSL)	58%	78%	n/a	22 schools have now achieved the National Healthy Schools Standard and we are confident that we will achieve the target for 2007/08



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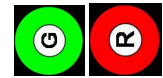
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 197 Teenage pregnancies (ECSL)	-40.7%	-23.9%	Top	These figures are calculated by DfES Teenage Pregnancy Unit
<b>Corporate Theme 6: Improve outcomes for children and young people</b>					
	BV 38 % of 5+ A-C GCSEs	58.3%	64%	Top	This indicator is deemed by the DfES to be less relevant than 5*A-C including English and maths
	BV 39 % of 5+ A-G GCSEs	94.0%	93%	Top	
	BV 43 SEN a) excluding exceptions b) including exceptions	On target	100% 95%	Top Top	
-	BV 45 Absence from secondary schools	N/A	6.8	Top quartile= 7.26	Annual indicator – but preliminary returns indicate that the target will not be met.
	BV 46 Absence from primary schools	N/A	4.8	Top quartile= 5.13	
	BV 50 Educational qualifications of looked after children (ECSL)	83.3%	69%	Top	Due to small numbers any cohort change produces large swings in the data
	BV 40 Percentage of pupils on roll at end of Key Stage 2 expected to achieve Level 4 and above in mathematics (ECSL)	77%	85%	Top	



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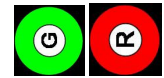
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 41 Percentage of pupils on roll at end of Key Stage 2 expected to achieve Level 4 and above in English (ECSL)	83%	87%	Top	
	BV 161 Employment, education etc for care leavers (ECSL)	0.50	0.67	Bottom	Labour Force Survey data not available until September 2007
	BV 181 % of level 5 in Key Stage 3 a) English b) Maths c) Science d) ICT	77% 80% 81% 72%	84% 83% 82% 79%	Top Top Top 2nd	Figure for BV 181 d is based on teacher assessment as there is no KS3 test for ICT
	BV 194 % of level 5 in Key Stage 2 a) English b) maths	37% 31%	39% 38%	Top Top	
	BV 221 Youth work	21%	80%	Not on audit commission spreadsheet	Govt target is 65%. Returns are not yet complete. Awaiting outcomes from Duke of Edinburgh award scheme and Youth line
-	BV 222 Childcare a) Level 4 or above b) Graduate/ post graduate training	Annual indicator	55% 50%	Annual Indicator	
<b>Corporate Theme 7: Increase participation in adult learning</b>					
	BFPI Report learner numbers and enrolments resulting from Adult Learning Plan (2006/07) (ECSL)	Final data for year indicates 1969 learners from 4779 enrolments.	2240 learners	n/a	Includes LAA requirement for 500 adults on First Step Learning Programmes and 200 adults on Family Literacy and Numeracy programmes



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BFPI Report data from Grow Our Own Project to meet LLA targets (ECSL)	0	10 economically inactive or under active assisted in another way with skills development (LAA)	n/a	
	BFPI Successful negotiation of LSC Contract for Adult Learning (ECSL)	Completed	Submission to LSC April 2007	n/a	Contract expected June 2007
	Successful negotiation of SEEDA Contract for Grow Our Own (ECSL)	Completed	Completed	n/a	Contract completed and received for 2007-09
<b>Corporate Theme 8: Improve services for vulnerable adults and older people</b>					
<b>Quarterly indicators</b>					
-	BV 53 B11 Intensive home care as a proportion of intensive home and residential care (SSH)	-	34%	n/a	Annual indicator
-	B12 Cost of intensive social care for adults and older people. Annual Indicator figure quoted is 06/07 outturn (SSH)	-	700	Top quartile = 578	Annual indicator
-	B17 Unit cost of home care for adults and older people. Annual Indicator figure quoted is 06/07 outturn (SSH)	-	15	Top quartile = 16.7	Annual indicator
-	C72 Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care (SSH)	-	75	Bottom	Annual indicator



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	C73 Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care (SSH)	0.0	0.4	Top	
-	C29 Adults with physical disabilities helped to live at home, per 1,000 population aged 18-64 (SSH)	-	3.6	2nd	Annual indicator
-	C30 Adults with learning disabilities helped to live at home, per 1,000 population aged 18-64 (SSH)	-	3.0	2nd	Annual indicator
-	C31 Adults with mental health problems helped to live at home, per 1,000 population aged 18-64 (SSH)	-	5.8	Top	Annual indicator
-	C32 Older people helped to live at home (BVPI 54) , per 1,000 population aged 65+ (SSH)	-	90	3rd	Annual indicator
-	BV 53 C28 Intensive home care (BVPI 53) (KT)	-	13	2nd	Annual indicator
	BFPPI Library Issues per quarter (ECSL)	4300	4400 per quarter	n/a	Following the upgrade of the library system from Dynix to Horizon, the method of collecting statistics has had to change. (Data on renewals are not collected in the new system.) The new revised indicator and target is lower to reflect this.
	BFPPI Waiting list of new members (ECSL)	No waiting list	Less than 5 per quarter	n/a	



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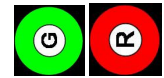
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BFP1 Scheduled stops per visit by van per annum (ECSL)	1274	962	n/a	1274 stops per annum currently scheduled
	BFP1 Attendees at reminiscence sessions	120 (Apr-Sept)	240	n/a	2 libraries have had reminiscence sessions this quarter with 230 people attending.
<b>Corporate Theme 9: Create and maintain a quality environment</b>					
<b>Quarterly indicators</b>					
	BV 82 (a) (i) Percentage of household waste arisings which have been sent by the Local Authority for recycling (EL)	25.2%	26%	Top Quartile 20.87	September figures estimated.
	BV 82 (a) (ii) Total tonnage of waste arisings sent for recycling (EL)	7644 tonnes	14750	Top Quartile 15126.10	September figures estimated.
	BV 82 (b) (i) Percentage of household waste sent by Bracknell Forest for composting or treatment by anaerobic digestion. (EL)	15.04%	14%	Top Quartile 13.05	September figures estimated.
	BV 82 (b) (ii) Total tonnage of household waste sent for composting or treatment by anaerobic digestion (EL)	4564 tonnes	7952	Top Quartile 8770.30	September figures estimated.
	BV 82 (c) Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources. (EL)	0.22%	0	Top quartile = 6.72	Non recyclable material from card and plastic recycling banks diverted from landfill to energy from waste.
	BV 82 d (i) Percentage of household arisings which have been landfilled. (EL)	59.5%	60%	Top Quartile 59.41	September figures estimated.



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	BV 82 d (ii) Total tonnage of household arisings which have been land filled in the financial year (EL)	18067 tonnes	34,500	Top Quartile 53892.20	September figures estimated.
-	BV 84 a Number of kilograms of household waste collected per head of the population. (EL)	Annual indicator	496	Top quartile 394	
-	BV 84 b Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population (EL)	Annual indicator	-0.15%	Top Quartile - 3.79	
-	BV 86 Cost of waste collection per household (EL)	Annual indicator	£37.45	Top quartile = 39.48	
-	BV 87 Cost of waste disposal per tonne municipal waste (EL)	Annual indicator	£68.25	Top quartile = 39.46	
	BV 91 a The percentage of population resident in the authority's area served by a kerbside collection of recyclables (EL)	99.7%	99.7%	2nd	
	BV 91 b Percentage of households residents in the authority's area served by kerbside collection of at least two recyclables (EL)	99.7%	99.7%	2nd	
-	BV 199 a The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level (EL)	-	9%	Top	Annual indicator
-	BV 199 b Percentage of relevant land and highways from which unacceptable levels of graffiti are visible (EL)	-	4%	3rd	Annual indicator



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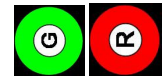
<b>Performance</b>	<b>Key Indicator</b>	<b>Progress year to date 2007/08</b>	<b>Target</b>	<b>National Quartile position 05/06</b>	<b>Interpretation of performance/ remedial action</b>
-	BV 199 c Percentage of relevant land and highways from which unacceptable levels of fly-posting are visible (EL)	-	4%	Top	Annual indicator
-	BV 199 d Year on year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping (EL)	-	2	n/a	Annual indicator. Following a meeting of AS13 Perceptions Group in the last period a 2 hour departmental workshop has been set up to improve interpretation of data in relation to fly tipping
	Bv 204 The number of planning appeal decisions allowed against Bracknell Forest's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications (EL)	39.39% (Q1 = 46.15%)	30%	Bottom	Performance improved significantly in quarter 2
	BV 205 Quality of Planning Service Checklist	100%	100%	Top	
	Bv 216 a Number of 'sites of potential concern' (within Bracknell Forest) with respect to land contamination (EL)	2322 (Q1)	2308	n/a	This number is all known potential sites not yet investigated. It does not mean that these sites are contaminated – there may be few or no sites actually requiring remediation.
	BV 216 b Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	0	14	Bottom	This will be the first year we intended to proactively inspect sites. Starting cautiously it was intended to investigate the 14 sites with a higher risk assessment score this year but 2 staff vacancies and maternity leave will cause a shortfall in



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					relation to this target. If recruitment is successful it is hoped that some progress will be made later in the year.
	BV 217 Percentage of pollution control improvements to existing installations completed on time during the current financial year (EL)	100%	100%	Top	
	BV 218 a Percentage of new reports of abandoned vehicles (EL)	93%	86%	3rd	The local approach to enforcement has a bearing on performance. It is considered that taking a hard line re recovery of costs has had no impact in reducing the number of vehicles abandoned locally. 26 cases are awaiting the final outcome of prosecution after which a decision as to whether to continue will be made.
	BV 218 b Percentage of new reports of abandoned vehicles removed within 24 hours of the point at which Bracknell Forest is legally entitled to remove the vehicle. (EL)	36%	87%	3rd	Last year we only achieved 43% and therefore changed contractors. The performance of the new contractor is currently being challenged as performance is not as anticipated. Removal of vehicles within 24 hours has fallen from 63% to 36% during the period.
<b>Corporate Theme 10: Improve transport and movement in and around the Borough</b>					
<b>Quarterly indicators</b>					
-	BV 100 Number of days of temporary	-	1 day/km	3rd	Annual indicator



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	traffic controls or road closures on traffic sensitive streets due to local authority road works per km of traffic sensitive streets. (EL)				
-	BV 102 Number of local bus passenger journeys originating in Bracknell Forest undertaken in the current financial year. (EL)	-	1,876,000	3rd	Annual indicator. 1,830,900 to end June 2007
	BV 109a Percentage of major applications determined in 13 weeks. (EL)	80.77%	65%	Top	
	BV 109b Percentage of minor applications determined within 8 weeks. (EL)	95.10%	72%	Top	
	BV 109c Percentage of other applications determined within 8 weeks. (EL)	95.50%	85%	Top	
	BV 165 The percentage of pedestrian crossings with facilities for disabled people as a proportion of all crossings in Bracknell Forest in the current financial year. (EL)	100%	100%	Top	
-	BV 178 The percentage of total length of footpaths and other rights of way which were easy to use by members of the public in the current financial year. (EL)	-	100%	Top quartile 81.1	Annual indicator
-	BV 187 Percentage of Category 1, 1a and 2 footway network where structural maintenance should be considered in the	-	25%	3rd	Annual indicator



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
-	current financial year. (EL) BV 223 (previously BV 96) Percentage of the local authority principal road network where structural maintenance should be considered in the current financial year (EL)	-	12%	n/a	Annual indicator
-	BV 224 a (previously BV 97) Percentage of the non-principal classified road network where maintenance should be considered in the current financial year (EL)	-	19%	n/a	Annual indicator
-	BV 224 b Percentage of unclassified road network where structural maintenance should be considered in the current financial year (EL)	-	25%	n/a	Annual indicator
<b>Corporate Theme 11: Improve efficiency, effectiveness and access to services</b>					
-	BFPJ Number of teaching assistants with HLTAs in BFBC schools (ECSL)	5 teaching assistants undertaking the assessment during the summer 2007	Increased numbers	n/a	Dependent upon the capacity of schools and TA's to take up offer of training and development
	C51 Direct payments (BVPI 201) (KT) (SSH)	144.5	150	Top	
-	C62 Services for Carers (SSH)	-	15	Top	Annual indicator
	D37 Availability of single rooms (SSH)	100	100	Top	
-	D39 Percentage of people receiving a statement of their needs and how they will be	-	98	2nd	Annual indicator



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	met (SSH)				
	D40 Clients receiving a review (SSH)	92.3%	77	Top	
-	D41 Delayed transfers of care (SSH)	-	20	Top quartile = 37	Annual indicator
-	D54 Percentage of items of equipment and adaptations delivered within 7 working days (BVPI 56) (KT) (SSH)	-	92	2 <sup>nd</sup>	Annual indicator
-	D55 Acceptable waiting times for assessments (BVPI 195) (KT) (new definition) (SSH)	-	95	Top	Annual indicator
	D56 Acceptable waiting times for care packages (BVPI 196) (KT) (SSH)	96.4%	96	Top	
-	E82 Assessments of adults and older people leading to provision of service (new definition) (SSH)	-	69	Bottom	Annual indicator
-	D75 Practice learning (adults element) (new definition) (SSH)	-	23	n/a	Annual indicator
	BV 8 the percentage of invoices paid on time (CS)	92.6%	95.5%	3rd	Results from a creditors benchmarking club that we have joined shows that the unitary average is 90%. This suggests that we are doing well, relatively speaking, when compared with our peers. The target may have been set too high.
	BV9 The percentage of Council Tax due for the financial year which were received by the authority (CS)	At 30 Sept 07, 56.86% of the current years council tax had been collected.	97.5%	Bottom	



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	BV 10 The percentage of non-domestic rates due for the financial year which were received by the authority (CS)	(97.4%) At 30 Sept 07, 64.21% of the current years business rates had been collected. (99.7%)	99.2%	Bottom	
	BFP1 Telephone calls answered within 5 rings (CS)	83.2% for the period April – Sept 07	82%	n/a	
	BFP1 enquiries resolved at first point of contact, whether by telephone, reception or email (CS)	90%+	82%	n/a	
	BV 76 b Number of fraud investigations/1000 caseload (SSH)	0.18	0.18	n/a	
	BV 76c Number of fraud investigations/1000 caseload, where work is carried out to gather evidence on a claimant, landlord or associated party who is suspected of HB/CTB fraud (SSH)	14.71	31.8	n/a	
	BV 76 d Number of prosecutions and sanctions/1000 caseload (SSH)	4.61	7.7	n/a	
	BV 78a Speed of processing : Average time (days) for processing new claims (SSH)	23.33	28	3rd	Indicator was below below target in Q1 for two reasons. i) The April quarter is a period of high workload as year end processes are completed and claims generated by new rent and council tax demands are received. ii) We were installing a new workflow system. We have

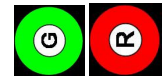


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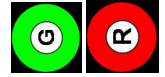
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					now caught up with the workload and second quarter figures are better than the target so by the end of the year we should meet targets.
	Bv 78b Speed of processing: Average time (days) for processing notifications of changes of circumstances (SSH)	8.85	10	2nd	
	BV 79a Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision (SSH)	100%	99	3rd	
	BV 79 b (i) The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. (SSH)	62.79	70	3rd	New ambitious targets were set for BVPI 79b(i) and (ii) as it is planned to introduce the use of external recovery agents to collect overpayments. Tenders for this work are currently being evaluated and the contract will be in place to generate income against these targets in quarters 3 & 4.
	BV 79b (ii) HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period (SSH)	15.22	33	Bottom	Comments as for 79bi above. Year projection 22.71%



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved

Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

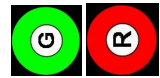
<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 79 b (iii) Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period (SSH)	0.03	2.5	n/a	A low level of write offs is considered to be good. The use of the external recovery agents will provide improved information to determine whether debts should be written off.
-	BV 226 Spend on organisations providing legal advice to the community	New indicator – no information available yet		n/a	



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved

Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

Complaints	Progress this quarter	Progress to date	Interpretation of performance/ remedial action
Education, Children Services & Libraries	Total = 15 Stage 1 = 6 Stage 2 = 9 Stage 3 = 0 Ombudsman = 0	Total = 18 Stage 1 = 8 Stage 2 = 9 Stage 3 = 1 Ombudsman = 0	
Social Services	Total = 12 Stage 1 = 11 Stage 2 = 0 Stage 3 = 1 Ombudsman = 0	Total = 54 Stage 1 = 50 Stage 2 = 3 Stage 3 = 1 Ombudsman = 0	
Environment & Leisure	Total = 5 Stage 1 = 3 Stage 2 = 1 Stage 3 = 0 Ombudsman = 1	Total = 5 Stage 1 = 3 Stage 2 = 1 Stage 3 = 0 Ombudsman = 1	
Corporate Services/ Chief Executives	Total = 17 Stage 1 = 16 Stage 2 = 1 Stage 3 = 0 Ombudsman = 0	Total = 18 Stage 1 = 17 Stage 2 = 1 Stage 3 = 0 Ombudsman = 0	



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved

Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

## Corporate Health

<b>Audits with limited or no assurance opinions</b>		
Education, Childrens Services & Libraries	One	Relates to Library Information Technology System. The weaknesses identified will be carefully monitored and addressed when the new library management system is implemented.
Social Services & Housing	None	
Environment & Leisure	None	
Corporate Services & Resources	One	
Chief Executive's Office	None	

Member Services expenses – limited assurance given, but still in draft stage.

## Staffing information

	This quarter	Target 07/08	Comments
BV 12 Sickness absence	7.04 days	6.08	Annual Indicator – data shown for 06/07
BV 14 Early retirements	0.08%	0.25%	Annual Indicator – data shown for 06/07
BV 15 Ill health retirements	0.08%	0.18%	Annual Indicator – data shown for 06/07

## Staff turnover

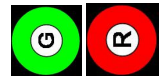
	This quarter	Projected year end	Comments
BFBC 06/07 13.39%			
Education, Childrens Services & Libraries	4.2%	12.98%	



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved

Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

Social Services & Housing	2.21%	12.28%	
Environment & Leisure	5.76%	16.44%	
Corporate Services	2.88%	10.42%	
Chief Executive's Office	5.26%	11.54%	
<b>Staffing information</b>			
<b>Staff sickness</b>	This quarter	Projected year end	Comments
BFBC 06/07 7.04 days			
Education, Childrens Services & Libraries	2.58	9.48	
Social Services & Housing	1.91	8.58	
Environment & Leisure	2.68	9.38	
Corporate Services	1.2	5.01	
Chief Executive's Office	0.33	0.66	



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved

Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

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### Revenue Budget Monitoring – Quarter 2 2007/08

At the end of the second quarter the monthly budgetary control reports for the General Fund reported a potential overspend of £0.236m. Details of individual variances are outlined in each department's Performance Management Report (PMR).

Departments have, however, identified further potential risks to the budget through emerging issues of £0.774m. The most significant items within this overall figure are:

- Children Looked After – When setting the 2007/08 budget the strategy was to provide for the known and certain costs of existing children. The emerging issue, therefore, represents an increase in both numbers and needs and amounts to £0.250m
- Waste Management (Waste PFI) – The volume of waste is greater than that allowed for in the affordability calculation based on the final contract figure. If volumes continue at this level the potential budget pressure could be up to £0.200m
- Learning Disabilities (Older Carers) – There is a budget risk arising from an increase in the number of learning disability clients, who are currently being cared for by older carers. This is estimated at £0.256m.

These emerging issues, if they materialise, would result in a projected outturn for the year of £1.010m overspend. However, when setting the 2007/08 budget the Council recognised these risks and set aside contingency funds to reduce the potential impact, particularly from demand led services such as Looked After Children and Learning Disabilities clients. At the end of the second quarter £0.510m remained within these contingencies which are available to reduce the overall projected overspend to £0.500m.

The overall position is a significant improvement on the position being reported at the same time last year which was a projected outturn of £1.272m after in year savings of £1.223m had been identified. This is an indication that many of the overspends in 2006/07 have been largely addressed either through the budget build process for 2007/08 or changes to service provision. It is however, imperative that the Council does not overspend its budget at the end of this financial year if it is to avoid any detrimental impact to its medium term financial plans. Departments were, therefore, requested to review their planned expenditure with a view to reducing the total overspend.

The most recent information available suggests that this is beginning to have an impact on the overall position and many of the potential risks associated with the budget have not materialised or have been reduced. In particular:

- The position with regard to Looked After Children has stabilised.
- The waste management tonnages have started to fall and the potential risk has been reduced significantly.

- The number of Learning Disability clients requiring care (or increased care) is less than forecast, significantly reducing the risk to the budget.
- The pay award has been settled at 2.475%, within the 2.5% allowed for in the Council's original budget plans.

These factors mean that the projected overspend of £0.500m is now less than £0.100m and if departments continue to be cautious with their planned expenditure for the remainder of the financial year the Council can be reasonably confident that it will not overspend its budget in 2007/08.



## Update on the work of the Bracknell Forest Partnership during the quarter

### **Partnership Group Event 10 Sep 07**

A successful workshop was held on 10<sup>th</sup> September as part of the preparation for the next Sustainable Community Strategy. 31 people from across a wide range of organisations in Bracknell attended the workshop which was facilitated by Local Futures, a research and strategy consultancy that provides a geographical perspective on social and environmental change, set within a 21<sup>st</sup> century knowledge economy. Through a series of sessions, the group explored the current strengths, weaknesses, opportunities and threats for Bracknell Forest and from these then identified the drivers for future change in the borough and considered what challenges this might raise for future policy. In summary:

Key drivers for change in Bracknell Forest are

- Economy – globalisation and the impact on the shape of local business; *'Bracknell will lose foreign business investment if it doesn't remain an attractive place to do business in'*.
- changing working practices brought about by technological change; ability to keep up with technology and its impact
- People – changing age profile of the population; demands of the population on services and facilities *'Diversity is not just about someone's ethnicity. It also includes family structures and age groups'*

• Employment and skills – shrinking labour force v immigrant labour force; skills shortages  
Some of the key policy challenges for the future included:

- Environmental sustainability, protecting environmental strengths
- Transport – rapid transit network, public transport – safe, affordable and cost effective, congestion, accessibility of services and facilities
- People – ageing population, care for elderly and sick, youth opportunities, facilities, support for those returning to society, people feeling safe, stable and valued in their daily lives
- Economy – sustaining economic success, skills for service industry
- Housing – affordability, provision, growth v sustainability
- Health – invest and extend health care, improve local facilities, health promotion
- Social inclusion – growing ethnic population needs, recognising true levels of deprivation

Feedback from the workshop was positive and was used as the basis for the Annual conference on 12<sup>th</sup> November.

### **LAA 2007 Performance**

The first quarter of the current LAA ended on 30 June 2007. A performance report was collated during July to see how each of the 111 targets were progressing towards completion. Remedial action is in place for those that are not meeting targets. Of the 111 targets:

- 27 were anticipated to meet targets
- 21 were not meeting targets
- 63 had no data available, as it is collated on an annual basis

### **Forthcoming quarter**

The work of the Partnership Board in the next quarter will be focused on:

- performance managing the current LAA;
- sourcing more funding and investigating procurement for the Community TV pilot;
- understanding emerging guidance on the new format of Local Area Agreements;
- developing the complete evidence base to support the new Sustainable Community Strategy and Local Area Agreement

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<b>LIFELONG LEARNING &amp; CHILDREN'S PANEL</b>	<b>19 DECEMBER 2007</b>
<b>ENVIRONMENT &amp; LEISURE PANEL</b>	<b>2 JANUARY 2008</b>
<b>ADULT SOCIAL CARE AND HOUSING PANEL</b>	<b>10 JANUARY 2008</b>
<b>OVERVIEW &amp; SCRUTINY COMMISSION</b>	<b>17 JANUARY 2008</b>

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## DRAFT BUDGET PROPOSALS 2008/09 (Borough Treasurer)

### 1. Introduction

- 1.1 Attached to this report is an extract of the 2008/09 Revenue and Capital Budget reports which were presented to the Executive on 18 December 2007. these reports are for information and background to help discussions on the budget proposals. In particular the Annexes to each report which include the details of the budget proposals are also attached. These represent the main parts of the budget which is subject to consultation. The index below set out the relevant sections for the individual overview and scrutiny panels.

#### Lifelong Learning & Children's Services Panel

Title	Page nos.
Annexe A – Commitment Budget	13
Annexe B - Draft Budget Pressures	16
Annexe C – Balancing the Budget Proposals	22
Capital Budget	35 - 39

#### Adult Social Care and Housing Panel

Title	Page nos.
Annexe A – Commitment Budget	13
Annexe B - Draft Budget Pressures	19
Annexe C – Balancing the Budget Proposals	25
Capital Budget	44 - 45

#### Environment & Leisure Panel

Title	Page nos.
Annexe A – Commitment Budget	13
Annexe B - Draft Budget Pressures	17 – 18
Annexe C – Balancing the Budget Proposals	23 - 24
Capital Budget	40 - 43

#### Overview & Scrutiny Commission (Corporate Services/Chief Executive's)

Title	Page nos.
Annexe A – Commitment Budget	13
Annexe B - Draft Budget Pressures	15
Annexe C – Balancing the Budget Proposals	20 – 21, 26
Capital Budget	33 – 34, 46 - 49

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TO: THE EXECUTIVE  
DATE: 18 DECEMBER 2007

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**GENERAL FUND REVENUE BUDGET 2008/09  
(Borough Treasurer)**

**1. PURPOSE OF DECISION**

- 1.1 The Provisional Local Government Finance Settlement was announced on 6 December and established the Council's general grant allocation for 2008/09 and the following two years, with the Dedicated Schools Grant and other direct grants being announced in the following few weeks.
- 1.2 This report summarises the Government's provisional proposals and considers their impact on the Council's own budget for 2008/09. The Executive will need to consult on its detailed budget proposals with the Council's Overview & Scrutiny Commission and other interested parties during the next six weeks.
- 1.3 All comments received on these budget proposals will then be submitted to the Executive on 12 February. This will allow the Executive to determine its final budget package and recommend the appropriate Council Tax level to Council, who will formally approve the 2008/09 budget and Council Tax on 27 February.

**2 RECOMMENDATIONS**

**That the Executive:**

- 2.1 **Approve the revised Commitment Budget at Annexe A;**
- 2.2 **Agree the draft budget proposals for 2008/09 as the basis for consultation with the Overview & Scrutiny Commission and other interested parties.**
- 2.3 **Recommend to Council that in accordance with the Local Government Act 2003, and in the circumstances provided for in subsequent regulations :**
- **the council tax discount granted in 2008/09 to taxpayers of properties which are nobody's sole or main residence (commonly referred to as "second homes") shall be maintained at the current level of 10%.**
  - **the council tax discount granted in 2008/09 to taxpayers of properties which are empty and substantially unfurnished (commonly referred to as "long term empty homes") shall be reduced from the current 50% to 10%.**
  - **no locally defined discounts are created in 2008/09.**
- 2.4 **Recommend to the Council the budget request for £0.300m to be transferred from revenue to capital for the expenditure incurred by the Council to facilitate the transfer of the housing stock expected to be incurred in 2007/08.**
- 2.5 **Approve the virement request of £0.085m relating to 2007/08 budget as set out in section 10.**

### 3 REASONS FOR RECOMMENDATIONS

The recommendation is designed to allow the Executive to consult on its draft budget proposals as required by the Local Government Act 2000.

### 4 ALTERNATIVE OPTIONS CONSIDERED

4.1 The range of options being considered is included in the report and its Annexes.

### 5 COMMITMENT BUDGET 2008/09 – 2010/11

5.1 Initial preparations for the 2008/09 budget have focussed on the Council's Commitment Budget for 2008/09 – 2010/11. This brings together the Council's existing expenditure plans, taking account of approved commitments and the ongoing effects of service developments and efficiencies that were agreed in February 2007. The table below summarises the Commitment Budget position with base expenditure of £69.850m next year, before any new changes are considered in the light of the Provisional Finance Settlement. This is shown in more detail in Annexe A.

Table 1: Summary Commitment Budget 2008/09 – 2010/11

	Planned Expenditure		
	2008/09 £000	2009/10 £000	2010/11 £000
Base Budget	67,648	69,850	70,899
<i>Movements in Year:</i>			
Chief Executive / Corporate Services	-137	-40	-105
Education, Children's Services & Libraries (excluding schools)	-243	12	10
Environment & Leisure	1,096	314	401
Social Services & Housing	-105	24	0
Non Departmental / Common	1,591	739	776
<i>Total Movements</i>	2,202	1,049	1,082
<b>Adjusted Base</b>	<b>69,850</b>	<b>70,899</b>	<b>71,981</b>

5.2 A number of changes are proposed to the Commitment Budget since it was last considered by the Executive in July and are reflected in the above summary. Some of these simply represent allocations to individual departments of items previously included as "Non Departmental/Common" commitments, such as the impact of the increase in pension contributions. However, the changes which affect the overall level of commitments are set out below:

- The music festival organised by the Education, Children's Services and Libraries department is held every three years. The festival was last undertaken in 2007/08 and it is planned to be held again in 2010/11. This adds (£10k) to the budget profile in 2010/11.

- A key Council priority is to implement the changes required by the Children's Act 2004, including provision of better integration of frontline services and the establishment of a children's trust. Funding for the Change for Children project officer is still required to enable the Council to deliver the Children's Act 2004.
  - The commitment budget included £0.080m in 2008/09 for the costs relating to the support costs associated with the integrated children's services computer system currently underway. The cost profile of this has been reviewed and the costs have been reduced to £0.050m and is not required until 2009/10.
  - The estimate for Equal pay has been increased by £0.008m to take effect of the recent pay settlement.
  - The commitment budget included £0.100m in 2008/09 for the traffic model. A detailed review of the revenue requirements to operate the model at the strategic level shows that the existing budget is adequate and no further resource is needed until the first five yearly major update of the model in 2012/13.
  - Discussions have recently been held with the Pension Fund actuaries. The draft actuarial valuation indicates that the employers rate will not need to increase over the next three years as the overall fund is now estimated to be 100% funded. Therefore the amounts included in the commitment budget in 2008/09 (£0.650m) and 2009/10 (£0.325m) for a 2% and 1% increase respectively can be removed.
- 5.3 Taking account of these changes, Table 1 shows that base expenditure (excluding schools) is planned to rise by £2.202m next year before consideration is given to allowances for inflation and budget proposals identified by individual Departments in 2008/09. Of this total £1.5m relates to the increasing loss of negative housing subsidy and increasing costs of waste disposal.

## **6 PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2008/09**

### National Perspective

- 6.1 The comprehensive spending review CSR07 was announced on 9 October and set out the Government's spending plans for the next three years. The headline figure is that Local Government will see a 1% growth on top of inflation over the period, which the Government believes is a fair and affordable settlement. The figures included in the CSR did not give detailed figures at individual authority level and did not give any indications to the level of the floor. This information is supplied with the normal Local Government Finance settlement.
- 6.2 The Provisional Local Government Financial Settlement was announced on 6 December. In respect of grant, the Council remains on the "Floor" and can only expect the minimum grant increase for the foreseeable future. It has been announced that this minimum grant increase will be 2% in 2008/09, 1.75% in 2009/10 and 1.5% in 2010/11. This is well below the overall national level of the settlement and well below inflation and growth pressures facing the Council. Therefore, Government support for 2008/09 will be £25.277m including the adjustment to the base for specific grants (£1.459m) which includes delayed discharges, access and systems capacity, waste and performance efficiency and Children's Services.

- 6.3 There is large degree of uncertainty for specific grants from next year onwards. Indications are that most of the grants will continue although it is far from certain what level of funding these will provide. Indeed there are proposals to change the method of distribution of the grants and there is limited information available on the impact of these changes. Some grants will continue in their current form, some will be distributed via the Local Area Agreement (LAA) and others will be absorbed into the General Grant (previously FSS). As part of the CSR07 we have been advised of some of the grants that will be distributed via the LAA and those that will be added to General Grants. At this stage, it is assumed that whatever change is introduced, the Council will continue to receive similar sums to support the required services in 2008/09. Any change in grants will need to be managed as information on the impact on Bracknell Forest is received and will be reported in February when the detail of the grants is clearer.

#### Council Tax

- 6.4 The Council currently levies the lowest Council Tax of all Unitary Councils in the country. There is a surplus on the collection fund arising in the current year and the Council's share of this surplus is estimated to be £0.337m. Council Tax at current levels will generate total income of £40.622m in 2008/09. In addition a further £0.810m will be generated from the increase in tax base arising from the occupation of new properties during 2008/09.
- 6.5 The Council has the option to review the level of discount applying to long term empty properties. When a property becomes vacant the owner has the right to 100% discount for the first six months. After this time there is a maximum local discretionary discount available of 50% i.e. the property owner has to pay at least 50% of the Council Tax due. Where a home is classified as a second home then they can obtain a 10% discount. The Council is concerned that there is a Council Tax incentive to keep properties empty for long periods. Therefore it is proposed to apply the same percentage discount to long term vacant properties from 1 April 2008. Based on the current list of empty properties reducing the discount to 10% will generate additional income net of the cost of collection of £75k. The level of discount offered is subject to decision by the full Council. When the level of discount has been approved the Director of Corporate Services will approve the calculation of the Council Tax base. A copy of the report approving the Council Tax base is attached at Annexe E.
- 6.6 The Government in announcing the CSR07 made it clear that it believes the growth included on the 3 year settlement is 'fair and affordable' and should not lead to 'excessive' Council tax increases. Indeed the sentiment is clearly focussed around average Council Tax increases being substantially below 5%.
- 6.7 The Executive at its meeting in February will recommend to Council the level of Council Tax in light of the final settlement, the results of the consultation and the final budget proposals. However, it is extremely unlikely that any increase in excess of 5% will be supportable, no matter how well justified.



## 7 BUDGET PROPOSALS 2008/09

### Large Scale Voluntary Transfer (LSVT)

- 7.1 The exact financial implications of the transfer will not be known until completion of the negotiations with Bracknell Forest Homes on the details of the transfer and the associated valuation, although progress is being made. Current expectations are that the transfer will deliver an additional income to the General Fund in 2008/09 of just under £3m, which clearly makes a significant impact on the overall difficulty of the budget package.
- 7.2 The General Fund will be impacted in a number of ways by the LSVT including:
- Its ability to sell services to BF Homes in the short term.
  - There are major assets which were previously held by HRA which are being retained and similarly some assets which were previously part of the General Fund which will transfer to BF Homes.
  - Prevailing interest rate on the date of transfer and the subsequent investments made.
- 7.3 At its meeting of the 26th June 2007 the Executive approved an early estimate of the additional costs that the Council would incur in relation to the Housing Transfer. This estimate, of £230,000, excluded the existing staff costs required to support the process that can be legitimately capitalised and offset against the future capital receipt. It is important to identify all of the relevant costs related to the transfer as these reduce the Transfer Levy payable to the Government and as such is advantageous to the Council in managing its resources.
- 7.4 Based on the work undertaken to date and that estimated to be necessary through to the transfer date of February 2008, a total sum of £530,000 is requested for approval, representing an additional £300,000 on the initial estimate. This overall budget request of £530,000 is made up of £385,000 in existing staffing costs with the balance being made up of external legal and conveyancing costs and other specialist advice (Finance, VAT Shelter and Environmental surveys which are still in line with the original estimate).

### Service Pressures and Developments

- 7.5 In preparing the 2008/09 draft budget proposals each department has evaluated the potential pressures on its services and these are set out in Annex B. The following table summarises the pressures by department.

Table2: Service Pressures/Development

Pressures	£'000
Chief Executive / Corporate Services	109
Education, Children's Services & Libraries (excluding schools)	195
Environment & Leisure	431
Social Services & Housing	630
<b>Total Pressures/Developments</b>	<b>1,365</b>

These pressures largely respond only to changing demographic trends and the resultant increase in client numbers or additional requirements on the Council stemming from legislation. However £0.100m has been included to fund additional environmental maintenance to protect the visual amenity within the Borough.

## Service Economies /Balancing the Budget

- 7.6 Last February, PricewaterhouseCoopers(PWC) were appointed to assist the Council in developing options to balance the forecast budget gap over the next three years. In order to maintain the medium term financial strategy to bring spending to a level that can be sustained by annually generated revenue, a range of economy measures have been sought alongside the identification of priority investment areas. As in previous years, these economies focus as far as possible on central and departmental support rather than on front-line services and this has been an important principle in the budget preparations over recent months. The “Balancing the Budget” projects originally identified potential savings of £2.8m in 2008/09 which provided the opportunity to deliver a balanced budget. Subsequently departments have been reviewing the practicality and deliverability of the options with leading Members. Within this general framework, the potential changes which the Executive are considering for each Department are outlined in Annexe C and are summarised in the table below. Inevitably some of the saving proposals included in Annexe C will impact on service provision, although this has, as indicated above, been minimised.

Table 3: Summary “Balancing the budget” proposals

	£'000
Chief Executive / Corporate Services	535
Education, Children’s Services & Libraries (excluding schools)	145
Environment & Leisure	420
Social Services & Housing	578
Organisational Wide	500
<b>Total “balancing the budget” projects</b>	<b>2,178</b>

## Key Decisions

- 7.7 The Council’s constitution requires key decisions to be declared on the forward plan. It defines a key decision as being one over £0.400m and/or a major policy decision affecting more than one electoral ward. Consideration and approval of the budget as a major policy decision and is therefore a key decision. However the budget by its nature includes proposals which in themselves fall within the technical definition of a key decision. Examples of these are as follows:

- Close Cash Office
- Externalise Transport function
- Music services for schools
- Outsourcing of leisure facilities
- Concessionary fares
- Enhanced Environmental maintenance
- Modernise in House Home care

As the budget report is a policy document and is subject to six weeks consultation then the identification of these issues within the budget report fulfils the requirements under the Council’s constitution. However some of the above issues have been or will be subject to further separate reports to the Executive where necessary.

## Corporate Issues

7.8 Apart from the specific departmental budget proposals there are some corporate wide issues affecting all departments' budgets which need to be considered. The precise impact of these corporate budgets is likely to change before the final budget proposals are recommended. However the current view on these issues is outlined in the following paragraphs:

a) Capital Programme

The scale of the Council's capital programme for 2008/09 will impact upon the revenue budget and will itself be subject to consultation over the coming weeks. As the Council no longer holds accumulated capital receipts, all new spending on services will henceforth need to be funded from borrowing (either from internal revenue funds, new capital receipts or external sources). The proposed capital programme of £6.481m (This excludes the £1m commitment for youth facilities to be funded from the proceeds of LSVT receipt housing) for 2008/09 is in a separate report on tonight's agenda. After allowing for future capital receipts of £2.7m the additional revenue costs will be £0.247m in 2008/09 and a further £0.190m in 2009/10, if approved.

b) Interest

Interest rates have risen in the past year ( and are currently around 6%). However, due to the turmoil in the financial markets and the current credit squeeze it is more than likely that the repo rate will be reduced before next March. The 2007/08 budget is based on an average interest rate of 5% and the forecast rate for 2008/9 is 5.5% resulting in additional interest of £0.052m. It should be noted that the actual level of interest rate effective on the housing transfer date will have a significant impact on interest receipts in 2008/09.

c) Corporate Contingency

A sum of £0.400m is currently included in the base budget to meet the cost of unpredictable or unforeseen items that would represent in-year budget risks. The Executive will need to make a judgement on the appropriate level of contingency at its February meeting, taking advice from the Borough Treasurer who will need to certify the robustness of the overall budget proposals in the context of the Council's remaining general and earmarked reserves, all of which will be reviewed to ensure that they are sufficient to manage the financial risks facing the Council in the coming years.

d) Provision for Inflation and Pay Awards

The Commitment Budget excludes the cost of inflation on both expenditure and income. With consumer price inflation (CPI) currently running at around 2.8%, inflation will clearly impact on budgets.

In past years, the Council has restricted the provision for inflation on prices as a general economy measure, to help address the underlying budget gap, although pay awards have been fully funded. In the context of the Council's overall financial position, it is again prudent to consider where the provision for inflation on prices can be limited as an economy measure, although some exceptions will be necessary to reflect actual increases that will not be containable without real service reductions.

At this stage the inflation provision is not finalised, although for planning purposes a sum of £1.850m needs to be added to the budget which is consistent with previous years. This will be achieved by making allowance for non teaching pay award of 2%, limiting inflation were possible e.g. training, equipment, furniture, consultants, and increasing fees and charges by 5%.

The Executive will need to consider where it is appropriate and necessary to provide for inflation over the coming weeks so that the actual inflation provision can be added to the final budget report in February 2007.

e) Fees and Charges

The Council established a policy for the review of fees and charges when setting the 2001/02 budget. This requires each Department to consider the level of charges against set criteria. It is estimated that most prices, where the Council charges users of services a fee for that service, will need to increase by around 5% to cover increases in costs from inflation and other pressures. Using this as a standard, proposed fees and charges are shown at Annexe D. Any significant variances from the standard 5% increase which would have a material impact will be resubmitted to the Executive in February for further consideration at the same time as it considers its recommendation for the 2008/09 budget to Full Council following its budget consultations.

Spending on Schools

- 7.9 The Schools Budget – both delegated school funding and centrally managed items such as Special Educational Needs placements made outside of the Borough - is funded by a specific Dedicated Schools Grant (DSG) with any year end balance, either surplus or deficit, required to be ring-fenced within the Schools Budget. Therefore, use of this funding is outside the control of the Council.
- 7.10 However, Local Authorities have a legal duty to set the overall level of Schools Budget and individual budgets for each of their schools by 31 March. This must be no lower than the level of anticipated DSG, but can be higher, if the Council decides to add a top up. There is also a requirement to publish provisional budget data for each year of the current spending review cycle.
- 7.11 Based on guaranteed levels of per pupil funding and an estimate for pupil numbers, the Department for Children, Schools and Families (DCSF) has published indicative allocations of DSG for the next three years. These are £59.012 million for 2008-09, £60.896 million for 2009-10 and £63.199 million for 2010-11. This equates to increases in per pupil funding of 4.7%, 4.0% and 4.6%.
- 7.12 As the level of DSG is calculated from actual January pupil numbers, and the DCSF does not expect to be able to confirm its provisional amounts until May, to meet the statutory budget deadline, the Schools Budget for each of the next three years will have to be set on the basis of the estimated level of DSG plus any accumulated balance. The draft budget proposals assume the Schools Budget is set at the level of DSG, as estimated by the Council from the draft January pupil numbers and that any accumulated deficit or surplus at March 2008 is managed to a nil balance by the end of the three year budget period.

- 7.13 Decisions around the final balance of the budget between spending by schools and that on pupil services managed by the Council is the responsibility of the Executive Member for Education and Libraries, although the Schools Forum must be consulted, and in certain circumstances, agree to spending increases on the services managed by the Council. The Executive Member will also agree the level of Schools Budget for each year, with those set for 2009-10 and 2010-11 subject to review prior to the commencement of the relevant financial year, in order to take account of the most up to date data.

Summary

- 7.14 Adding the draft proposals to the Commitment Budget and taking account of the corporate issues identified above would result in total expenditure of £72.541m as shown in the table below.

Table 4: Summary of proposals:

	£m
Commitment Budget	69.850
Grants added to base budget (Local Government Finance Settlement)	1.459
2008/09 Budget Pressures	1.365
2008/09 Balancing the budget proposals	-2.178
Capital programme	0.247
Increased interest rate	-0.052
Inflation Provision (up to)	1.850
<b>Draft Budget Requirement 2008/09</b>	<b>72.541</b>

- 7.15 The Council can anticipate income before any Council Tax increase of up to £67.046m. This arises from Government grants (£25.277m), Collection Fund surplus (£0.337m) and Council Tax at current levels (£41.432m). However, with the potential overall cost of the budget package being consulted in the region of £72.541m, this leaves a potential gap of around £5.5m. As such, the potential economies outlined in Annexe C should be seen as a “core package” that may well need to be built upon. General options to bridge the gap are discussed further in the Chief Executive’s overview report. Nevertheless consultees’ views on the relative priorities of the various items in the overall package would be particularly helpful in assisting the Executive to finalise the budget at its meeting in February.

## **8 BALANCES**

- 8.1 When reporting on the financial outturn for 2006/07 it was estimated that revenue balances would be £4.1m at 31 March 2008. Statutory regulations require that the Housing Reserve remaining after the transfer of Housing must be transferred to General Reserves. This should add around £3.8m on the closure of the Housing Revenue Account in 2008/09 assuming the transfer is completed by 31 March 2008. It was agreed that £0.5m would be set aside from these reserves for the one off costs of delivering “Balancing the Budget 2008/9 – 2010/11”. Therefore, the Council can plan on £7.6m (including the above mentioned LABGI) available in General Reserves. Based on keeping the minimum prudent level of reserves of £4m there is £3.6m available to support future expenditure. In simple terms, balances can be used to help reduce the gap. However, this cannot disguise the fact that projected expenditure, even after the potential reductions offered in the draft proposals outlined above, significantly exceeds the Council’s current resource base. With the Council similarly affected by the grant floor in 2009/10, further major reductions would be needed next year with limited flexibility to use balances if the full amount is used to bridge the budget gap.

## **9 CONCLUSION**

- 9.1 The Council’s constitution requires a six week consultation period on the draft budget proposals. At this stage, detailed information is still not available on grant funding transfers. In this context, it is inevitable that, of the broad range of options proposed for consultation, not all will necessarily be included in the final package. It is also likely that some further issues will arise between now and February.
- 9.2 When the final settlement is known, the Executive can consider the prudent use of revenue balances and appropriate level of Council Tax to support expenditure in line with the overall medium term financial strategy along with further possible reductions to augment the “core package” in Annexe C. In doing this, it will be important to manage the budget process effectively so that the inevitable important service pressures can be responded to whilst, as far as possible, front-line services are maintained with minimal disruption and without creating long term problems for the Council.
- 9.3 It is suggested, therefore, that the Overview & Scrutiny Commission reviews the overall budget package and determines whether any specific issues should be considered further by the Overview and Scrutiny Panels, at their meetings in January and February.
- 9.4 All comments from the Overview & Scrutiny Commission, Overview and Scrutiny Panels and others on the revenue budget proposals will then be submitted to the Executive on 12 February 2008. This will allow the Executive to determine the final budget package and recommend the appropriate Council Tax level to the Council on 28 February.

## **10 BUDGET MONITORING 2007/08- VIREMENT REQUEST**

- 10.1 Financial regulations require formal approval of the Executive of any virement over £0.050m. Social Services and Housing have reported in the latest budget monitoring a virement request of £0.085m relating to Mental Health Day Services. Over the past 12 months this service has been redefined as part of the modernisation process. Previously the whole service was purchased from the Royal Borough of Windsor & Maidenhead. However this service closed and the day services are now provided through staff employed by BFBC. Therefore this virement is needed to allocated funds on an ongoing basis from third party payments to the Devolved Staff Budget.

## **11 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 11.1 The Local Government Finance Act 1992 requires the Council to set the level of the Council Tax by 11 March each year. It is impossible to achieve this without having agreed an affordable revenue budget for the year in question.

### Borough Treasurer

- 11.2 The financial implications of this report are included in the supporting information.

### Impact Assessment

- 11.3 The Council's final budget proposals will potentially impact on all areas of the community. A detailed consultation process is planned in order to provide individuals and groups the opportunity to comment on the draft proposals. This will ensure that in making final recommendations the Executive can be made aware of the views of a broad section of residents and service users. Equality issues have been taken in account in each separate proposal.

### Strategic Risk Management Issues

- 11.4 A sum of £0.4m is currently included in the base budget to meet the costs of unpredictable or unforeseen items that would represent in year budget risks. The Executive will need to make a judgement on the level of contingency at its meeting in February.
- 11.5 The Borough Treasurer, as the Council's Chief Finance Officer (section 151 officer) must formally certify that the budget is sound. This will involve identifying and assessing the key risk areas in the budget to ensure the robustness of estimates and ensuring that appropriate arrangements are in place to manage those risks, including maintaining an appropriate level of reserves and contingency. This formalises work that is normally undertaken each year during the budget preparation stages and in monthly monitoring after the budget is agreed. The Borough Treasurer will report his findings in February, when the final budget package is recommended for approval.

## 12 CONSULTATION

### Principal Groups Consulted

12.1 Consultation arrangements are set out in the Chief Executive's overview report.

12.2 The timetable for the approval of the 2008/09 Budget is as follows

Executive agree proposals as basis for consultation	18 December
Consultation period	19 December - 30 January
Executive considers representations made and recommends budget.	12 February
Council considers Executive budget proposals	27 February

### Background Papers

None

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### Doc.Ref.

G:\Accounting Services\Budget 2007-08\Executive 12 December\12 Dec 06 Revenue Budget draft.doc



## Commitment Budget 2008/09 to 2010/11

	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b>Chief Executive / Corporate Services</b>				
Approved Budget	15,949	16,033	15,896	15,856
<b>Customer Services Centre</b>				
Borough Elections		-60		
CPA Inspection		-30		
LPSA2-Community Leadership		-27		
Denominational transport		-40	-40	
Your Homes reversal of one-off transfer		35		
Town Centre redevelopment support ( Project support)		40		
Town Centre promotion & support		50		
Email archiving		7		
Capital Invest to Save Bid Savings - SmartConnect		-15		
Capital Invest to Save Bid Savings - Server Refresh		-53		
LPSA2 - Crime Reduction		-35		
LPSA 2- Improving safety in the home		-6		
<b>Full year effect of transfer from Finance to SSH re SWIFT</b>		<b>-3</b>		
Net Inter Departmental Virements	84			
<b>Chief Executive / Corporate Services Adjusted Budget</b>	<b>16,033</b>	<b>15,896</b>	<b>15,856</b>	<b>15,751</b>
<b>Education, Children's Services &amp; Libraries</b>				
Approved Budget	14,867	14,908	14,665	14,677
Suitability surveys (school sites)			20	
<b>Music Festival</b>		-10	0	<b>10</b>
<b>Change for Children</b>		<b>0</b>		
Young People in Sport		-16		
LPSA2-Better Health & Well Being		-49		
LPSA2-Looked After Children		-76		
LPSA2- Attendance and Exclusion at School		-83	-58	
LPSA2 -Community Leadership		-2		
<b>Children's Services system integration</b>			<b>50</b>	
Capital Invest to Save Bid- 7 Portman Close		-7		
Net Inter Departmental Virements	41			
<b>Education, Children's services &amp; Libraries Adjusted Budget</b>	<b>14,908</b>	<b>14,665</b>	<b>14,677</b>	<b>14,687</b>
<b>Environment &amp; Leisure</b>				
Approved Budget	20,662	20,631	21,727	22,041
Landfill Tax / Waste Disposal PFI		792	337	159
Landfill tax increase		106	63	74
Local Development Framework		-30	-82	242
LPSA2- Public transport		-35		
Tree preservation orders			-25	
<b>Equal Pay</b>		<b>133</b>		
Public protection		38		
Tree works		-25		
<b>Traffic Modelling</b>		<b>0</b>		
Town Centre redevelopment support ( Planning/Transport)		98		
Capital Invest to Save - Downshire Golf Course		-9		
Capital Invest to Save - Easthampstead Park		-23	-1	-1
<b>LPSA2- physical activity</b>		<b>20</b>	<b>22</b>	<b>-42</b>
<b>LPSA2- Commuity Cohesion through culture &amp; sport</b>		<b>31</b>	<b>0</b>	<b>-31</b>
Net Inter Departmental Virements	-31			
<b>Environment &amp; Leisure Adjusted Budget</b>	<b>20,631</b>	<b>21,727</b>	<b>22,041</b>	<b>22,442</b>
<b>Social Services &amp; Housing</b>				
Approved Budget	21,350	21,058	20,953	20,977
LPSA2 -Older People		-84		
Dementia team		84		
Modernisation of Shopping element of dom care		-10		
Modernisation of Housework element of dom care		-25		
Changes to In House Homecare		-25		
Effect of 2 Easters in 2007/08		-48	24	
<b>Full year effect of transfer from Finance to SSH re SWIFT</b>		<b>3</b>		
Net Inter Departmental Virements	-292			
<b>Social Services &amp; Housing Adjusted budget</b>	<b>21,058</b>	<b>20,953</b>	<b>20,977</b>	<b>20,977</b>
<b>Total Service Departments</b>	<b>72,630</b>	<b>73,241</b>	<b>73,551</b>	<b>73,857</b>

## Commitment Budget 2008/09 to 2010/11

	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b>Non Departmental / Council Wide</b>				
Approved Budget	-5,180	-4,982	-3,391	-2,652
Loss of negative subsidy-final year 20011/12		703	703	703
<b>Further increase in pension contributions based on valuation report</b>		<b>0</b>	<b>0</b>	
07/08 capital programme ( full year effect) -Interest		231		
07/08 capital programme ( full year effect) -MRP		280		
07/08 use of balances (full year effect)		67		
Property land Sales		-70		
Invest to save capital bids approved		67		
Capital Invest to Save Bid- Energy Efficiency measures		-33		
LPSA 2- Payment to PCT - Health & Well Being of over 75's		-20		
LPSA 2 -Payment to Fire Authority -reduction in hoax calls/arson		-38		
LPSA 2- Payment to Fire Authority - improving safety in the home		-20		
LPSA 2- Payment to Police Authority - Community Leadership		-2		
<b>LPSA 2 funding from Earmarked reserves</b>		<b>426</b>	<b>36</b>	<b>73</b>
Net Inter Departmental Virements	198			
<b>Non Departmental / Council Wide</b>	<b>-4,982</b>	<b>-3,391</b>	<b>-2,652</b>	<b>-1,876</b>
<b>TOTAL BUDGET</b>	<b>67,648</b>	<b>69,850</b>	<b>70,899</b>	<b>71,981</b>
<b>Change in commitment budget</b>		<b>2,202</b>	<b>1,049</b>	<b>1,082</b>

Key

Changes to previously agreed commitments ( Bold Text)

text

New Commitments Identified (shaded items with bold text)

text

For management purposes budgets are controlled on a cash basis. The following figures which are used for public reports represent the cost of services including recharges and capital charges:

	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
Corporate Services & Resources	6,964	6,827	6,787	6,682
Education, Children's Services & Libraries	20,693	20,450	20,462	20,472
Environment & leisure	26,403	27,499	27,813	28,214
Social Services & Housing	23,991	23,886	23,910	23,910
Non Departmental/Council Wide	- 10,403	- 8,812	- 8,073	- 7,297
	67,648	69,850	70,899	71,981

**Chief Executives/Corporate Services**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b>Corporate Property – Office Accommodation - Rental Income</b> Facilities receive rental income of £0.029M from the Community Mental Health Team for office space within the Councils existing office accommodation. They gave notice to vacate the accommodation with effect from October 2007 resulting in a part year budget pressure of £0.014M in 2007/08 and £0.029M ongoing. It is not desirable to immediately re-let this space due to necessary refurbishment works and the impact of the change in the Council's office accommodation arising from the Town Centre redevelopment.	29		
<b>Democratic &amp; Registration Services - Electoral Canvassing</b> The electorate has increased by approximately 3000 since 2003 matching the increase in properties of 1300. Further developments already underway at Jennets Park, RAF Staff College site and Kelvin Gate will bring further increase in the number of properties of approximately 2500. It is estimated that the increase in the electorate will result in additional electoral administrative costs, mainly the appointment of canvassers.	5		
<b>Democratic &amp; Registration Services - Members Allowances</b> Following the local election in early 2007 the Leader appointed the Executive Members replacing the vacancy which arose in the previous administration.	15		
<b>Democratic &amp; Registration Services - Members Conferences</b> With the significant change agenda facing Local Government Members need to be supported with adequate training to enable them to fulfil their required role. This training is provided through attendance at seminars and conferences.	20		
<b>Financial Services - External Audit</b> Following the mandatory change in External Auditors there has been an increase in the overall level of the Audit Fee. Some of the increase in the fee reflects the relatively high financial risks facing the Council in a time of significant change.	35		
<b>Community Event</b> Support to Bracknell Forest Voluntary Action for a community event in 2008/09	5	-5	
<b>Net Proposed Budget Movement</b>	<b>109</b>	<b>-5</b>	<b>0</b>

**Education Children's Services & Libraries**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<p><b>Looked After Children</b> Placements and direct support to Looked After Children, based on known cases, adjusted for anticipated leavers but no allowance for growth added, so this represents the current client base.</p> <ul style="list-style-type: none"> <li>- Children's Residential Homes -150</li> <li>- Learning Disability 20</li> <li>- Independent Fostering Agencies 180</li> <li>- BFBC Foster Carers -35</li> </ul>			
<p><b>Larchwood Respite Unit.</b> The use of this facility is virtually at capacity as local use increases while income earned from other Local Authority placements has reduced. In the last 3 years, earned income has reduced from £143k to £27k as other Local Authorities have developed their own local provisions.</p>	70		
<p><b>Direct payments</b> As the overall number of clients has increased this is reflected in number of clients receiving direct payments which enables them to purchase their own services rather than use those available through the Council.</p>	30		
<p><b>Foster Carers- training &amp; development</b> From April 2008, the Children's Workforce Development Council requires all Local Authorities to adopt new training, support and development standards for foster carers. Instead of paying foster carers standard fees and allowances to take a child, in future, payments will need to take into account their training level to the standards and their skill level.</p>	50	30	
<p><b>Library Service -Income</b> Loss of income generation in the Library Service. Income is reducing mainly as a result of changes in demand for the hire of materials, most significantly in respect of videos.</p>	30		
<b>Net Proposed Budget Movement</b>	<b>195</b>	<b>30</b>	<b>0</b>

**Environment & Leisure**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<p><b>Concessionary Fares</b> The method of reimbursement to bus companies for concessionary fares will change from April 2008. The basis will change from an overall negotiated fee called 'pot' method to reimbursement based on the number of trips. It is anticipated that this will lead to an increase in costs of £80k. In addition increased usage from new developments and the rolling replacement of bus passes is estimated to cost around £8k.</p>	88		
<p><b>Contaminated Land</b> The Environmental Protection Act 1990 placed a responsibility on local authorities to monitor and manage sites where the land is contaminated. Bracknell Forest has produced a strategy on Contaminated Land by investigation of sites within the Borough and these have been ranked in order of risk. In order to implement this strategy funding is required to carry out the continuing monitoring of the land at these sites to identify if there is contamination and to deal with the subsequent findings.</p>	10		
<p><b>Accessibility Strategy</b> As part of the Accessibility Strategy included within the Local Transport Plan the Council needs to demonstrate and quantify the improvements in accessibility throughout the Borough. The proposal is to set up or acquire a database which will require maintenance.</p>	15		
<p><b>Joint Strategic Planning Unit (JSPU)</b> The Council is preparing an Local Development Framework for Minerals and Waste together with the other Berkshire authorities. The JSPU is project managing the process and consultants have been retained to carry out most of the technical work. The costs of completing these elements over the next three years are estimated to £20k per annum.</p>	20		
<p><b>Decriminalised Parking Enforcement</b> The Government has introduced a new penalty notice charge scheme from next year which will reduce the majority of the charges by around 16%. This will reduce the annual income generated by £20,000.</p>	20		

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<p><b>Enhanced Environmental Maintenance</b> The Council has a clear priority as set out in the Medium Term Objectives to improve the visual environment through enhanced street cleansing and grounds maintenance. The proposal is to improve maintenance of the areas around major highways.</p>	100		
<p><b>Bus support/management</b> The Council is seeking to produce and monitor a Punctuality Improvement Plan for Public Transport as part of the Local Area Agreement (LAA). This is likely to be prerequisite to put in place the Quality Contract regime required for buses after the Town Centre Redevelopment.</p>	6		
<p><b>Planning Delivery Grant - withdrawal of grant</b> The Council has received the Planning Delivery Grant over the last four years. The money has supported a number of service developments most notably in relation to the development of the IT in order to achieve national targets and the investment in staff and staff training. The final year of payment of this grant is 2007/08 which is estimated to be £234k. However, it has been announced that this grant will be replaced by a new Housing and Planning Delivery Grant (HPDG). The details of this new grant is not yet available however it is assumed that the Council will receive at least £100k in 2008/09.</p>	134		
<p><b>Bracknell Market</b> The stall rental has been falling year on year for some time as stall take up has reduced. There is little prospect of being able to influence this to any significant degree as the decline is part of a national trend that is compounded locally by ever decreasing footfall levels through the Market.</p>	38		
<b>Net Proposed Budget Movement</b>	<b>431</b>	<b>0</b>	<b>0</b>

**Social Services & Housing**

	<b>2008/09</b> £'000	<b>2009/10</b> £'000	<b>2010/11</b> £'000
<p><b>Learning Disabilities (transition Clients/older carers)</b> As children with Learning Disabilities come of age responsibility for their social care transfers from Children's Social Services to Adult Social Care. The pressure identified is based on anticipated costs of care for named individual clients. In addition, further potential pressures have been identified from individuals who would satisfy eligibility criteria for receiving a package of care but are currently supported by family members who are themselves ageing.</p>	590	176	
<p><b>Services to Older people</b> This relates to the demographic pressures faced by the Council in relation to an older population. It includes pressures arising through Home Care and Dementia services.</p>	40	70	
<b>Net Proposed Budget Movement</b>	<b>630</b>	<b>246</b>	<b>0</b>

**Chief Executives/Corporate Services**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b><u>Procurement</u></b>			
<b>Collaborative procurement</b> Collaborate with other organisations to collectively procure core goods and services through a single buying channel to reduce unit costs. Examples include utilities, equipment, materials and furniture.	-200	-170	
<b><u>Modernising</u></b>			
<b>Close Cash office</b> Reduction in services of the existing payment counter service in Easthampstead House before moving to the new civic accommodation where it will cease and rely on alternative methods of payment such as Pay Point, All Pay, Direct Debit, and E-Transactions.	-20	-15	
<b>Externalise Transport Function</b> Reduce the cost of the Council's transport function. The project aims to achieve savings in three phases: <ol style="list-style-type: none"> <li>1. To close the Council's vehicle repair workshop and outsource maintenance to a suitable provider(s)</li> <li>2. Transfer Social Services transport to the Integrated Transport Unit (ITU), rationalising routes and services</li> <li>3. Retender home to school transport and social services transport in more strategic and larger, longer term contracts.</li> </ol>	-100		-150
<b><u>Restructuring</u></b>			
<b>Customer Receptions</b> The Council currently has four customer receptions under separate management and it is recommended that the management of these functions is centralised. The location of the reception areas will not change until suitable accommodation arrangements are in place as part of the town centre regeneration project and new civic accommodation.	-25		
<b><u>Additional Income</u></b>			
<b>Design &amp; Print Services</b> There is an opportunity to trade additional design and print services to a wider market to secure additional income or to operate a shared service 'outsourced solution' with neighbouring authorities or other partners. The current service carries out £600k of work each year. The vast majority of this is internal, with only £25k coming in from external customers, for example services to schools and parishes. A market opportunity exists for selling this service to other local authorities, PCT's, Police, voluntary organisations and private businesses to maximise income to the Council. Therefore a target increase in income is proposed for this service.	-50		



	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b><u>Back Office and Other</u></b>			
<b>Reduce Invoice costs</b> To reduce the cost of the Accounts Payable function through the increased use of end to end electronic purchasing from requisitioning to payment of invoice.	-30		
<b>Internal Audit Fees</b> Review the current level of internal audit provision and reduce fees where appropriate with no increase in risk to the internal control environment.	-25	-25	
<b>ICT Services - Energy</b> Reduction in energy consumption as a result of the IT server rationalisation programme as the less efficient older equipment is decommissioned.	-15		
<b>Corporate Services – Departmental Costs</b> Management actions to reduce the cost of overheads in Human Resources, ICT Services, Corporate Property, Finance, Customer Services, Legal and Chief Executives Office. These will be achieved through reducing the replacement programme for furniture and equipment, improved procurement, additional income and reduced training/seminars.	-70		
<b>Proposed Budget options</b>	<b>-535</b>	<b>-210</b>	<b>-150</b>

**Education, Children's Services & libraries**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b><u>Front Line reductions</u></b>			
<b>Music Services for Schools</b> There is a £30k Council funded budget and £136k government specific grant to support school music services. This funding is used to finance a range of activities, including subsidies to the Berkshire Maestros and a Music Adviser. It is proposed that the Council funded budget be withdrawn with the provision for a Music Adviser reduced from full time to half time.	-30		
<b><u>Back Office &amp; Other</u></b>			
<b>Departmental Supplies &amp; Services</b> Reductions in expenditure will be achieved through management action across the whole range of office expenses. This includes training, furniture, equipment, ICT, stationery and telephones.	-25		
<b>Increases in grant funding</b> Some grant allocations have recently been announced with increases on current amounts. This provides an opportunity to recharge related costs that exceed current grant level and are therefore funded by the Council. This includes the Ethnic Minority Achievement Grant and extended school services.	-55		
<b>Increased income</b> Additional external income is expected to part fund the Local Safeguarding Children's Board Business Manager from both the Primary Care Trust and Berkshire Connexions.	-20		
<b>Staff savings</b> Further staffing reductions through lower levels of Advisory support to schools in Science.	-15		
<b>Proposed Budget option</b>	<b>-145</b>	<b>0</b>	<b>0</b>

**Environment & Leisure**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b><u>Outsourcing</u></b>			
<p><b>Leisure Trust</b> The Council is undertaking an options appraisal for the future management of Bracknell Leisure Centre, Coral Reef and Downshire Golf Complex. The options include:</p> <ul style="list-style-type: none"> <li>- Establishing a new local leisure trust</li> <li>- Working with existing Leisure trusts</li> <li>- Working with commercial management contractors</li> </ul> <p>It is anticipated that these bids will result in a lower annual revenue cost to the authority, while still maintaining the current level of service.</p> <p>This is a major and complex project involving the potential transfer of hundreds of staff, many of whom are long serving employees of BFBC, covering services that generate in excess of £6 million income per year and c.1.3 million annual customer visits.</p>	-225	-225	
<b><u>Additional Income</u></b>			
<p><b>Easthampstead Park</b> Easthampstead Park Conference Centre operates as a commercial venture which produces an operating surplus for the Council. It is proposed to introduce efficiency gains as a result of a centralised room lettings within the whole mansion and to develop an invest to save capital bid whereby the conference centre facilities would be improved to produce additional operating surplus.</p>	-50		
<p><b>Development Control</b> The full year impact of the new charging policy for pre-applications within the Development Control function introduced in 2007.</p>	-30		
<p><b>Section 106 monitoring income</b> The Council will in future recover costs associated with monitoring Section 106 legal agreements, from the income received from such agreements.</p>	-24		
<b><u>Back Office &amp; Other</u></b>			
<p><b>Personal Assistant</b> Reduce administrative support for senior managers through sharing of personal assistants.</p>	-15		
<p><b>Cemetery &amp; Cremation income</b> Income has increased over the past year which reflects the continued high demand for these local services.</p>	-22		

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<p><b>Supplies &amp; services</b> A saving has been achieved as a result of recent review of general supplies and services within the Department mainly in administration, finance, information technology and personnel.</p>	-9		
<p><b>Planners Farm Income</b> The Council's Waste PFI contractors are now responsible for managing the composting barns at Planners Farm. The costs of which are recovered from the three Councils participating in the waste contract. Bracknell Forest will continue to receive the full credit for the improvement works previously funded by the Council until January 2011.</p>	-40		10
<p><b>Traffic Model</b> The Council has developed a Traffic Model to predict the changes in traffic flows at major traffic junctions as a result of new developments. It is proposed to offer this information to prospective developers when preparing planning applications on a rechargeable basis.</p>	-5		
<b>Proposed Budget option</b>	<b>-420</b>	<b>-225</b>	<b>10</b>

**Social Services & Housing**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b><u>Procurement</u></b>			
<b>Better Market Management</b> Through improved procurement techniques to reduce the costs of residential and nursing care by moving the cost of residential and nursing care to average of family group of Councils.	-108		
<b><u>Outsourcing</u></b>			
<b>Modernise in house Home Care</b> The In House Home Support Team will be modernised to focus on specialist areas such as dementia and long term conditions. Other parts of the service will be transferred to the Independent Sector where it makes economic sense.	-75	-75	-64
<b><u>Modernising</u></b>			
<b>Learning Disability Initiatives</b> A review of all placement costs will be undertaken to identify adults in residential care and to reduce the cost of placements to average cost where possible. In addition in order to modernise service delivery the review will look at increasing the rate of movement from residential care into supported living.	-55	-32	-60
<b><u>Additional Income</u></b>			
<b>Learning Disability</b> Continuing Health Care (CHC) assessments have resulted in the PCT picking up an increasing share of a small number of high cost care packages. This experience has been used to review at client detailed level the pressures for next year and this suggests that some of the new packages will attract CHC funding. This remains an estimate and analysis of actual cases next year will determine how much of the potential pressure for 2008/09 will be funded by the PCT.	-250		
<b><u>Back Office and Other</u></b>			
<b>Housing Benefits</b> The cost of Housing Benefit administration will reduce through joint working with Council Tax Revenues team on scanning and debt recovery. This joint working will improve performance leading to increased subsidy and it will also reduce costs. This will lead to improved customer satisfaction and overcome recruitment problems.	-90		
<b>Proposed Budget option</b>	<b>-578</b>	<b>-107</b>	<b>-124</b>

**Organisational Wide**

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<b><u>Restructuring</u></b>			
<p><b>Organisation Structure</b>  The Council has a traditional organisational structure that reflects the approach of many other local authorities including separate Education, Children's Services and Social Services and Housing departments. This structure is impacted significantly by the Transfer of Housing and the potential for outsourcing several other activities and services of the Council including Leisure Services. This is subject to a proposal under Environment and Leisure. Consequently there is an opportunity to streamline the organisational structure through the consolidation of Children's Services and Social Services into a combined Families directorate. This restructuring will in effect reduce the number of Directors within the organisation and in so doing the next tier will need to be strengthened to ensure that the Council has the capacity to deliver the challenging agenda to modernise its services. The proposal gives the organisation an opportunity to think about the way in which services are delivered and drive through more fundamental culture change at the operational level and encourage a review of current standards and provision as well as restructure.</p>	-300		
<p><b>Smart Connect</b>  Through the development of the Smartcard the Council owns the Intellectual Property Rights to Smartconnect which is software used to manage the issue and use of smartcards. An opportunity exists to sell this to other Local Authorities for use with the new Concessionary Fares Schemes coming into place in 2008/09.</p>	-200		
<b>Proposed Budget option</b>	<b>-500</b>	<b>0</b>	<b>0</b>

TO: THE EXECUTIVE  
18 DECEMBER 2007

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**CAPITAL PROGRAMME 2008/2009 - 2010/2011  
(Borough Treasurer)**

**1 PURPOSE OF DECISION**

- 1.1 The capital programme forms an important part of the overall budget proposals and a key means by which the Council can deliver its medium term objectives. This report draws together each service's proposals so that the Executive can agree a draft capital programme for 2008/09-2010/11 as the basis for consultation. In compiling the draft programme the main focus is inevitably on determining the requirements for 2008/09, although future year's schemes do form an important part of the programme.
- 1.2 The financial implications of the recommendations in this report are reflected in the subsequent reports on the Council's draft revenue budget. Any revisions to the proposals put forward by each service would also need to be reflected in these reports which will also be published as the basis for consultation following the Executive's meeting.

**2 RECOMMENDATIONS**

**That the Executive:**

- 2.1 **Approves, for consultation, an initial General Fund capital programme of £6.481m for 2008/09, including the schemes listed in Annexes A – E.**
- 2.2 **Approves for consultation, the inclusion of an additional budget of £1m for Invest to Save schemes.**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 The reasons for the recommendations are set out in the report.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The alternative options are considered in the report.

## **5 SUPPORTING INFORMATION**

### **Background**

- 5.1 The Local Government Act 2003 requires Councils to have regard to the Prudential Code for Capital Finance in Local Authorities when setting their capital expenditure plans, which must be affordable, prudent and sustainable.
- 5.2 The proposed capital programme for 2008/09 has been developed, therefore, with particular regard to affordability and the impact of the Council's capital expenditure plans on the revenue budget. The financing costs associated with the General Fund Capital Programme have been provided for in the Council's revenue budget plans which appear later on tonight's agenda.
- 5.3 In addition to those schemes funded by the Council, the capital programme is supplemented by schemes funded by government grants and other external contributions. Details of these schemes are also included in the proposals for 2008/09 – 2010/11.

### **New Schemes**

- 5.4 Within the general financial framework outlined above, Service Departments have considered new schemes for inclusion within the Council's Capital Programme for 2008/09 - 2010/11. Given the financial pressures faced by the Council, each Department has evaluated and prioritised proposed schemes into the broad categories, set out in the Council's Corporate Capital Strategy and Asset Management Plan. This includes schemes within the previously approved programme for 2007/08, some of which are re-phased to reflect current information and priorities.

#### **Unavoidable (Including committed schemes)**

This category covers schemes which must proceed to ensure that the Council is not left open to legal sanction and includes items relating to health and safety issues, new statutory legislation etc. Committed schemes are those that have been started as part of the 2007/08 Capital Programme. By their nature, schemes in this category form the first call on the available capital resources.

#### **Maintenance (Improvements and capitalised repairs)**

The Council is responsible for a significant number of properties and assets. As part of the established capital planning process, property condition surveys are carried out and updated annually to assess the overall maintenance needs. The bids put forward this year by Departments will ensure that the most urgent works required by each service can be carried out.

#### **Rolling programmes**

These programmes are intended to cover more than one year and give a degree of certainty for forward planning. They make an important contribution towards the Council's Medium Term Objectives and established Asset Management Plans, but because of the financial pressures faced by



the Council in the next three years it has not been possible to include any rolling programme schemes in 2008/09.

### **Other Desirable Schemes**

In addition to the schemes identified in the above categories, each service may request funding for other high priority schemes that meet the needs and objectives of their service and the Council's Medium Term Objectives. Again, because of the financial pressures faced by the Council in the next three years it has only been possible to include one small scheme in the proposed programme for 2008/09.

### **Invest To Save Schemes**

These are schemes where the additional revenue income or savings arising from their implementation exceeds the additional revenue costs. The Council's approach to Invest to Save schemes is included in its Capital Strategy and in accordance with the Capital Strategy it is proposed that a further £1.000m be included in the 2008/09 capital programme for potential Invest to Save schemes.

- 5.5 A detailed list of suggested schemes within the draft capital programme, together with a brief description of each project, for each service is included in Annexes A – E. As indicated above, in some cases, the schemes within the proposed programme modify previously agreed programmes to reflect the latest available information on the phasing of expenditure and revised priorities. A summary of the cost of schemes proposed by Departments is set out in the table below. This shows that the total net funding requested is £6.481m in 2008/09.

<b>Capital Programme 2008/09-2010/11</b>				
<b>Annex</b>	<b>Service Area</b>	<b>2008/09 £000</b>	<b>2009/10 £000</b>	<b>2010/11 £000</b>
A	Corporate Services	416	456	316
B	Education, Children's Services & Libraries	1,000	3,099	2,729
C	Environment & Leisure	2,869	2,905	3,559
D	Social Services and Housing	364	204	204
E	Council Wide	1,832	2,411	1,520
	<b>Total request for Council funding</b>	<b>6,481</b>	<b>9,075</b>	<b>8,328</b>

Externally funded projects are excluded from the above.

### **Externally Funded Schemes**

- 5.6 A number of external funding sources are also available to fund schemes within the capital programme, allowing the Council to plan a programme that is significantly greater than the £6.481m that is proposed. External support has been identified from two main sources:

## **Government Grants**

- 5.7 A number of capital schemes attract specific grants. It is proposed that all such schemes should be included in the capital programme at the level of external funding that is available. Examples include Garth Hill College – Building Schools for the Future, Learning and Skills Council contributions to the Open Learning Centre at Brakenhale and the Post 16 Accommodation at Edgbarrow, Local Transport Plan specific grants and Disabled Facilities Grants.

## **Section 106**

- 5.8 Each year the Council enters into a number of agreements under Section 106 of the Town & Country Planning Act 1990 by which developers make a contribution towards the cost of providing facilities and infrastructure that may be required as a result of their development. Usually the monies are given for work in a particular area and/or for specific projects. The total money available at present, which is not financially committed to specific projects, is £5.120m.

Officers have identified a number of schemes that could be funded from Section 106 funds in 2008/09. Under the constitutional arrangements, the Council must approve the release of such funding. However, this does not preclude the Executive bringing forward further schemes to be approved by the Council to be funded from Section 106 funds during the year.

Annexes A - E also include details of all schemes that will be funded from the various external sources in the next year. These total £14.146m, which is in addition to Council funded schemes, making an overall proposed capital programme of £20.627m in 2008/09.

## **Other Issues**

### **Transfer of the Housing Stock**

- 5.9 The Council is planning to complete the transfer of its housing stock to a new Registered Social Landlord 'Bracknell Forest Homes' before 31 March 2008. This will generate a significant capital receipt which the Council must spend in accordance with the offer document to tenants. At this stage the amount of the capital receipt and the timing of the Council's spending plans remain uncertain. The proposed capital programme, therefore, excludes any schemes that are dependent upon the capital receipt arising from the transfer of the housing stock. The intention is to include these in the report to the Executive on 12 February 2008 seeking approval to the Council's budget proposals for 2008/09.

### **Local Government Financial Settlement**

- 5.10 The provisional local government financial settlement was announced on 6 December 2007. The settlement may impact upon the affordability of the proposed capital programme as will the subsequent announcements by government departments on their particular areas of responsibility. As the Council remains a 'floor' authority any financial support offered through 'supported borrowing' will be of no benefit and consideration will need to be given during the consultation period as to the priority and affordability of those schemes promoted by central government. Particular examples include the overall level of schemes within the Local Transport Plan and modernisation allocations.

## **Funding Options**

- 5.11 It has been assumed for planning purposes that capital programme will be funded by Government Grant, other external contributions and borrowing. It has also been assumed that any capital receipts generated during the year will earn interest to support the Council's revenue budget, rather than increase the overall level of the capital programme. The revenue consequences of this are set out in the revenue budget report elsewhere on this agenda.
- 5.12 In practice it is unlikely that the Council will need to resort to external borrowing as it will be able to utilise resources held internally. The Capital Finance Regulations, however, require the General Fund to set aside an amount which would be broadly equivalent to the amount the Council would need to pay if it borrowed externally. If any amendments are made to the capital programme the revenue consequences will need to be adjusted accordingly. Executive Members will therefore need to consider the impact of the capital programme as part of the final revenue budget decisions.
- 5.13 To achieve its aim of ensuring that capital investment plans are affordable, prudent and sustainable, the Local Government Act requires all local authorities to set and keep under review a series of prudential indicators included in the CIPFA Prudential Code for Capital Finance in Local Authorities. Full Council will need to agree the prudential indicators for 2008/09 to 2010/11 in February, alongside its consideration of the specific budget proposals for 2008/09 and the Council's medium-term financial prospects.
- 5.14 Given the known revenue budget gap, Members will need to carefully balance the level of the Capital Programme in future years against other revenue budget pressures and a thorough review, including the prioritisation of those schemes planned for 2009/10 onwards, will need to be undertaken during next summer.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### **Borough Solicitor**

- 6.1 The authorisation for incurring capital expenditure by local authorities is contained in the legislation covering the service areas. Controls on capital expenditure are contained in the Local Government Act 2003 and regulations made thereunder.

### **Borough Treasurer**

- 6.2 The financial implications are contained within the report.

### **Impact Assessment**

- 6.3 None arising directly from this report, although impact assessments on the specific schemes within the capital programme will need to be undertaken before work commences.

## Strategic Risk Management Issues

- 6.4 The most significant risk facing the Council is the impact of the capital programme on the revenue budget. In a full year financing costs represent approximately 10% of the capital investment. A General Fund Capital Programme of £6.481m, therefore results in an additional revenue pressure of £648,100. This effect is compounded by future year's capital programmes. As revenue resources are limited it is clear that a capital programme of this magnitude is not sustainable in the medium term without significant revenue economies. The generation of capital receipts in future year's may mitigate the impact on the revenue budget, but as the timing and scale of these receipts is uncertain their impact is unlikely to be significant.
- 6.4 There are also a range of risks that are common to all capital projects which include:
- Tender prices exceeding the budget
  - Planning issues and potential delays
  - Uncertainty of external funding (especially when bids are still to be submitted or the results of current bids are unknown)
  - Building delays due to unavailability of materials or inclement weather
  - Availability of staff with appropriate skills to implement schemes and IT projects in particular.

## **7 CONSULTATION**

- 7.1 Details of the Council's overall consultation arrangements are set out in the Chief Executive's covering report. The proposals outlined above will be submitted to the Overview & Scrutiny Commission and the report will also be made available for public consultation on the Council's web site, [www.bracknell-forest.gov.uk](http://www.bracknell-forest.gov.uk). The responses will be reported to the Executive on 12 February 2008.

### Background Papers

Corporate Capital Strategy & Asset Management Plan - Executive 14 March 2006

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#### Doc. Ref

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## CAPITAL PROGRAMME - CORPORATE SERVICES &amp; CHIEF EXECUTIVE'S OFFICE

	2008/09 £000	2009/10 £000	2010/11 £000
<b>Committed</b>			
CS1 CRM/Telephony Integration Upgrade (incl business analysis)	45	0	0
	<u>45</u>	<u>0</u>	<u>0</u>
<b>Unavoidable</b>			
CS2 Replacement of Print Room Equipment	75	0	0
	<u>75</u>	<u>0</u>	<u>0</u>
<b>Maintenance</b>			
CS3 Improvements & Capitalised Repairs Corporate Buildings	296	296	296
	<u>296</u>	<u>296</u>	<u>296</u>
<b>Rolling Programme/Other Desirable</b>			
Financial Systems Version Upgrade	0	100	0
E- Procurement Initiatives	0	20	20
Starters and Leavers Process	0	40	0
	<u>0</u>	<u>160</u>	<u>20</u>
<b>TOTAL REQUEST FOR COUNCIL FUNDING</b>	<b><u>416</u></b>	<b><u>456</u></b>	<b><u>316</u></b>
<b>Externally Funded</b>			
None	0	0	0
<b>TOTAL EXTERNAL FUNDING</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b><u>416</u></b>	<b><u>456</u></b>	<b><u>316</u></b>

**CORPORATE SERVICES & CHIEF EXECUTIVE'S OFFICE  
CAPITAL PROGRAMME 2008/09 – 2010/11**

**COMMITTED**

**CS1 CRM/Telephony Integration Upgrade (incl business analysis)**

Continuation of project commenced in 2007/08 to implement a Computer Telephony Integration (CTI) solution, which will provide integration between the Lagan CRM and the Council's IP Telephony system. This will provide Automatic Call Distribution (ACD), Interactive Voice Response (IVR), Auto Attendant and call recording services.

This system will replace the existing VIP ACD system. The VIP system does not provide any integration with the Frontline CRM system and does not have the degree of resilience needed by the Customer Services Contact Centre to meet their business continuity requirements.

The project will have a need for consultancy services to enable Customer Services to fully exploit the CTI facility and develop it in line with the Customer Services strategy.

**UNAVOIDABLE**

**CS2 Replacement of Print Room Equipment**

One of the principal outcomes of the recent review of the Design and Print Unit was that the current Xerox Docutech 5091 monochrome printer, now over nine years old, does not have the capacity or capability to meet the Council's current printing needs or those required to grow the business. The intention is to replace this printer, increasing the capacity to print from 3.4m sides to 4.8m sides per annum and reducing reliance on the existing colour printer for monochrome printing. This printer does the printing for the majority of Council meeting agendas.

**MAINTENANCE**

**CS3 Improvements & Capitalised Repairs Corporate Buildings**

Planned maintenance to Council buildings managed by Corporate Services as identified and prioritised by condition surveys undertaken by the Council's surveyors. The current capital programme will address all priority 1 items (the amount required to maintain buildings in beneficial use through the prevention of closure, dealing with health and safety items and potential breaches of legislation).

## CAPITAL PROGRAMME - EDUCATION CHILDRENS SERVICES &amp; LIBRARIES

	2008/09 £000	2009/10 £000	2010/11 £000
<b>Committed</b>			
ED1 Ufton Court Residential Joint Arrangement	30	30	30
ED2 Children's Services Systems Integration	160	0	0
ED3 #Edgbarrow Post 16 accommodation	256	0	0
	<b>446</b>	<b>30</b>	<b>30</b>
<b>Unavoidable</b>			
ED4 Capita One (EMS) upgrade	80	70	40
ED5 Disabled Access (SENDA & DDA Legislation)	100	150	150
ED6 Safety Glazing (Safety Glazing Regulations)	40	40	0
	<b>220</b>	<b>260</b>	<b>190</b>
<b>Maintenance</b>			
ED7 Improvements & Capitalised Repairs (Schools)	200	1,500	1,500
ED8 Improvements & Capitalised Repairs (excl Schools)	124	124	124
ED9 School Caretakers Houses - Decent Homes Standard	10	10	10
	<b>334</b>	<b>1,634</b>	<b>1,634</b>
<b>Rolling Programme/Other Desirable</b>			
Libraries RFID Self Issue Machines	0	0	200
Rolling Pgm - School Kitchen Refurbishments	0	100	100
Edgbarrow Increase to 210 in all year groups	0	400	400
Kennel Lane - Disabled Access	0	175	175
New Town Centre Nursery	0	500	0
	<b>0</b>	<b>1,175</b>	<b>875</b>
<b>TOTAL REQUEST FOR COUNCIL FUNDING</b>	<b>1,000</b>	<b>3,099</b>	<b>2,729</b>
<b>External Funding</b>			
ED10 Schools Devolved Formula Capital (excl VA schools)	1,636	1,586	1,586
Modernisation Funding (Grant)	0	537	1,179
ED11 ICT Harnessing Technology	299	284	288
TCF - 14-19 Diplomas, SEN & Disabilities	0	2,000	6,000
ED12 Section 106 Contributions	250	250	250
ED13 Jennetts Park Phase 1 - One Form Entry Primary School	100	3,400	0
ED14 Garth Hill - Building Schools for the Future	4,000	20,000	10,000
ED15 Brakenhale OLC Land Sale - OLC Reprovision (incl Maestros accom)	1,500	200	0
ED16 Brakenhale OLC - LSC Grant	950	0	0
ED17 Brakenhale Land Sale - Refurbish School Curriculum Facilities	235	0	0
ED18 Brakenhale Land Sale - School Masterplan Development	1,000	1,150	0
ED19 Brakenhale Land Sale - Upgrade Sports Facilities (incl Trampoline Centre)	455	445	0
ED20 NOF Sports & PE Programme Bid - Brakenhale Trampoline Centre	288	0	0
ED21 Extended Schools	159	168	87
ED22 Childrens Centres - Surestart	tbc	tbc	0
ED23 Edgbarrow LSC Grant	815	tbc	0
ED24 #Edgbarrow Post 16 accommodation (Section 106)	44	0	0
ED25 School Places arising from Staff College Development (Section 106)	250	250	0
DCSF Primary Capital Programme	0	0	tbc
<b>TOTAL EXTERNAL FUNDING</b>	<b>11,981</b>	<b>30,270</b>	<b>19,390</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>12,981</b>	<b>33,369</b>	<b>22,119</b>

**EDUCATION, CHILDREN'S SERVICES & LIBRARIES  
CAPITAL PROGRAMME 2008/09 – 2010/11****COMMITTED SCHEMES****ED1 Ufton Court Residential Joint Arrangement**

This is the Council's annual commitment to the maintenance of this shared ex-Berkshire asset.

**ED2 Children's Services Systems Integration**

To meet the Government requirement on sharing information about children and young people both within local authorities and with partner organisations to meet the requirements of the Information Sharing Index (IS Index).

**ED3 Edgbarrow Post 16 Accommodation**

A contribution towards a scheme to refurbish and extend the existing post 16 accommodation at Edgbarrow secondary school. This is to meet an actual historic and projected sustained increase in pupil numbers at this popular and successful school. The existing single storey, brick built building originally offered accommodation for 60 students, but currently has to accommodate over 200. As well as being too small, the existing accommodation is poor and unsuitable having been built in the early 1970s, and is shared with the Youth Centre. The project has a total value of £1.3m, the majority of which is the subject of a bid for grant funding from the LSC's 16-19 Capital Fund. The contribution from the Council is important to the success of the LSC application by showing that the Council is supporting the bid. The project is essential to the delivery of the Council's Post 16 strategy.

**UNAVOIDABLE SCHEMES****ED4 Capita One (EMS) Upgrade**

The purchase of software migration in a phased approach post-release, with the cost spread over the next five years, for the migration of the Capita ONE (EMS) software from its existing outdated Powerbuilder environment to the industry standard Dot Net (.net) technology. This project is unavoidable because of the forthcoming changes to the existing software in use by the Council. There are currently 172 users located inside and outside the ECS&L directorate, in schools and offices around the borough. Many of the teams that use this inter-relational database rely on it for information to support their work with children and adults and to manage their workload.

**ED5 Disabled Access (SENDA & DDA Legislation)**

Disabled access works to school buildings to meet the needs of disabled staff, pupils and visitors.

**ED6 Safety Glazing (Safety Glazing Regulations)**

A budget to cover glazing works to comply with the Safety Glazing Regulations following surveys of all departmental buildings.



## **MAINTENANCE**

### **ED7 Improvements & Capitalised Repairs (Schools)**

A budget to cover the highest priority works within schools.

### **ED8 Improvements & Capitalised Repairs (excl Schools)**

Planned maintenance to Council buildings (excluding schools) as identified and prioritised by condition surveys undertaken by the Council's surveyors. The current capital programme will address all priority 1 items (the amount required to maintain buildings in beneficial use through the prevention of closure, dealing with health and safety items and potential breaches of legislation).

### **ED9 School Caretakers Houses – Decent Homes Standard**

Works to school Caretakers accommodation to bring them into line with the Council's "Decent Homes" standard.

## **EXTERNALLY FUNDED SCHEMES**

### **ED10 Schools Devolved Formula Capital**

Devolved formula capital allocations are small capital grants made to each school directly by the DCSF and are not sufficient in size to fund large capital projects. They are allocated on the basis of an equal amount per school, plus an amount per pupil, at an enhanced value where a statement of SEN is in place. Therefore, no account is taken of the condition of individual school buildings and the relative need to spend. Grants for each school range from £29,000 to £148,000.

### **ED11 ICT Harnessing Technology**

Government grant funding for ICT. Full details explaining how this grant can be applied have yet to be made available by the DCSF.

### **ED12 Section 106 Contributions**

Developer contributions to the provision of infrastructure facilities obtained through Section 106 of the Town & Country Planning Act as part of the statutory planning process. Estimated amount that will be received/spent in 2008/09.

### **ED13 Jennetts Park Phase 1 – One Form Entry Primary School**

Construction of the proposed new Jennetts Park primary school which will serve the new housing development. The school will be constructed in two phases, the first phase being construction up to 1 form of entry (210 places) by September 2010. There will be a second phase of construction to extend the school up to 2 forms of entry (420 places) by September 2012. These timescales are driven by the housing build programme from the developer, and are subject to change. There will be a competition to see who will run the new school and this is expected to be completed in the 2008 Autumn Term.

### **ED14 Garth Hill – Building Schools for the Future**

Grant under the Building Schools for the Future programme towards Garth Hill School.

#### **ED15 Brakenhale OLC Land Sale – OLC Reprovision (incl Maestros accom)**

Capital receipt from the sale of OLC land for the refurbishment/extension of the Open Learning Centre (OLC).

#### **ED16 Brakenhale OLC – LSC Grant**

LSC grant towards the reprovision of the Open Learning Centre.

#### **ED17 Brakenhale Land Sale – Refurbish School Curriculum Facilities**

Capital receipt from the sale of school land for the refurbishment of the school curriculum facilities. This allocation was included in the breakdown of the allocation of the capital receipt from the sale of land approved by the DfES in 2004.

#### **ED18 Brakenhale Land Sale – School Masterplan Development**

The refurbishment of the school buildings at Brakenhale was also included in the breakdown of the allocation of the capital receipt from the sale of land approved by the DfES in 2004. The masterplan is currently being revised and updated.

#### **ED19 Brakenhale Land Sale – Upgrade School Sports Facilities (incl Trampoline Centre)**

The upgrading of the school sports facilities at Brakenhale was also included in the breakdown of the allocation of the capital receipt from the sale of land approved by the DfES in 2004. This allocation will provide for a new artificial turf pitch which is a requirement of Sport England to replace the sporting facilities (old Redgra pitch) on the land to be sold. The allocation will also provide for the refurbishment of the sports hall and a contribution towards the cost of a trampolining centre which is subject to a separate bid to the Big Lottery Fund.

#### **ED20 NOF Sports & PE Programme Bid – Brakenhale Trampoline Centre**

A bid to the Big Lottery Fund (formerly known as NOF) to create a trampolining centre at Brakenhale. This would be built onto the existing sports hall and would support the school's aspiration for specialist sports college status. The work would be part funded from capital released from the Brakenhale land sale. This project is currently awaiting approval from the Big Lottery Fund.

#### **ED21 Extended Schools**

Capital grant funding from Surestart towards provision of extended school facilities.

#### **ED22 Children's Centres – Surestart**

Capital grant funding towards provision of Children's Centres

#### **ED23 Edgbarrow LSC Grant**

Capital grant towards Edgbarrow Post 16 Accommodation (see also ED3)

#### **ED24 Edgbarrow Post 16 Accommodation (Section 106)**

Contribution towards Edgbarrow Post 16 Accommodation (see also ED3).

**ED25 School Places arising from Staff College Development (Section 106)**

Works to create additional capacity where required as a result of the new housing development on the former Staff College site (Broad Lane). To be paid for from S106 contributions.

## CAPITAL PROGRAMME - ENVIRONMENT &amp; LEISURE

	2008/09 £000	2009/10 £000	2010/11 £000
<b>Committed</b>			
	0	0	0
<b>Unavoidable</b>			
EL1 Local Transport Plan (LTP)	1,251	1,251	1,251
LTP Top Up Funding	0	250	250
EL2 Capitalisation of Revenue (Highways)	200	200	200
EL3 London Road Gas Migration Controls	25	25	15
EL4 Longhill Landfill Gas Remediation	20	0	0
Cemetery & Crematorium Safety of Memorials	0	15	0
EL5 Street Lighting Cable Networks	550	0	0
	<u>2,046</u>	<u>1,741</u>	<u>1,716</u>
<b>Maintenance</b>			
EL6 Improvements & Capitalised Repairs	595	595	595
EL7 Improvements & Capitalised Repairs (Street Lighting)	28	28	28
EL8 Equipment Replacement - Downshire Golf Complex	25	35	35
EL9 Improvement of Leisure Sites	150	150	150
Coral Reef Main Pool Re-tiling Base	0	81	0
	<u>798</u>	<u>889</u>	<u>808</u>
<b>Rolling Programme</b>			
Play Areas Rolling Programme	0	50	50
Community Centres Refurbishment - Rolling Programme	0	50	50
Land Drainage	0	60	60
	<u>0</u>	<u>160</u>	<u>160</u>
<b>Other Desirable</b>			
EL10 #South Hill Park Grounds Restoration Project	25	75	875
Cemetery & Crematorium Memorials for Cremated Remains	0	40	0
	<u>25</u>	<u>115</u>	<u>875</u>
<b>TOTAL REQUEST FOR COUNCIL FUNDING</b>	<u><u>2,869</u></u>	<u><u>2,905</u></u>	<u><u>3,559</u></u>
<b>Externally Funded</b>			
EL11 Local Transport Plan (LTP Specific Grants)	602	602	602
EL12 Section 106 Schemes (LTP)	750	750	750
EL13 Section 106 Schemes (Leisure & Culture and Visual Environment)	250	250	250
EL14 Section 106 Schemes (SPA Mitigation Strategy)	250	250	250
EL15 #South Hill Park Grounds Restoration Project (Heritage Lottery Fund)	150	225	2,625
<b>TOTAL EXTERNALLY FUNDED</b>	<u><u>2,002</u></u>	<u><u>2,077</u></u>	<u><u>4,477</u></u>
<b>TOTAL CAPITAL PROGRAMME</b>	<u><u>4,871</u></u>	<u><u>4,982</u></u>	<u><u>8,036</u></u>

**ENVIRONMENT AND LEISURE  
CAPITAL PROGRAMME 2008/09 – 2010/11**

**UNAVOIDABLE SCHEMES****EL1 Local Transport Plan (LTP)**

The Local Transport plan (LTP) sets out the Council's proposed capital expenditure over five years from April 2006 to March 2011 for Integrated Transport Measures and Maintenance of Roads and Bridges. Typically such schemes include:

- Local road, footway and bridge maintenance
- Integrated transport schemes such as travel choice promotion work, improving cycling and walking facilities, safe route to school initiatives, improvements to highway capacity and road space allocation, traffic management and road safety schemes, bus and rail infrastructure improvements and access improvements for people with disabilities
- Major transport schemes

**EL2 Capitalisation of Revenue (Highways)**

Revenue funds are currently used for renewal of street and footway surfacing together with street lighting renewals. Since these are of a capital nature, this budget allows for the capitalisation of expenditure previously met from revenue budgets.

**EL3 London Road Gas Migration Controls**

Additional measures to control the migration of landfill gas (methane) beyond the site perimeters in compliance with the Environment Agency site licence. Costs are shared between the 6 Berkshire Unitary Authorities, this sum represents this authority's share of the total costs.

**EL4 Longhill Landfill Gas Remediation**

Survey and remedial works to ascertain and control any migration of landfill gas (methane) and leachate beyond the site boundaries.

**EL5 Street Lighting Cable Networks**

Renewal of the street lighting columns and power supply cables along Mill Lane between the Twin Bridges and Hanworth roundabouts. Renewal of the street lighting power supply cables along the A322 Bagshot Road between the Running Horse and Bracknell Leisure Centre roundabouts.

**MAINTENANCE****EL6 Improvements & Capitalised Repairs**

Planned maintenance to Council buildings managed by Environment and Leisure as identified and prioritised by condition surveys undertaken by the Council's surveyors. The current capital programme will address all priority 1 items (the amount required to maintain buildings in beneficial use through the prevention of closure, dealing with health and safety items and potential breaches of legislation).

## **EL7 Improvements & Capitalised Repairs (Street Lighting)**

The introduction of funding for structural maintenance through the LTP bidding process embraces much of the highway infrastructure. Lamp column replacement is not however included and much of the Borough's lighting column stock is reaching the end of its planned life. The current programme is sufficient to deal with replacements on health and safety grounds as and when the need arises.

## **EL8 Equipment Replacement – Downshire Golf Complex**

This is an annual rolling programme replacing major plant/equipment/machinery. The project in 2008/09 is to replace the existing Massey Ferguson Front Loader Tractor which is now 10 years old.

## **EL9 Improvement of Leisure Sites**

This provides for smaller scale refurbishment/improvement to facilities and/or equipment. This covers 9 facilities. It is work that would not be funded as maintenance (only highest priority maintenance now funded) but nevertheless we would regard as necessary to try and maintain the level of service consistent with generating c£10m income per year in a competitive market. If it is not recognised that some form of funding is necessary to underpin income generation, it is likely that the current levels of income will not be sustained.

## **ROLLING PROGRAMME/OTHER DESIRABLE SCHEMES**

### **EL10 South Hill Park Grounds Restoration Project**

A bid has been submitted to the Heritage Lottery Fund for a grant towards a project to restore the historic landscape and make the facilities suitable for current and future recreational use. The bid is based on a detailed Conservation Management Plan. The project would benefit many residents who use the facilities and would enhance the setting of the Arts Centre and help to promote use. The project would enhance the visual environment of the Borough and provide a prestigious facility that enhanced the quality of life of residents and the image and identity of the Borough. The project could also act as a mitigation measure for the Special Protection Area.

## **EXTERNALLY FUNDED SCHEMES**

### **EL11 Local Transport Plan (LTP Specific Grants)**

Grant towards integrated transport measures and specific maintenance works.

### **EL12 Section 106 Schemes (LTP)**

The Environment and Leisure capital programme over the next three years will include a number of packages and individual schemes linked to the LTP to be funded from available developer Section 16 receipts.

### **EL13 Section 106 Schemes (Environment & Culture and Visual Environment)**

To fund, subject to Executive Member approval, improvements to open space, recreation, leisure and community provision.

**EL14 Section 106 (SPA Mitigation Strategy)**

To fund, subject to Executive Member approval, enhancement and sustainable management of existing leisure sites and management improvements within and/or directly relating to sites within the Special Protection Area.

**EL15 South Hill Park Grounds Restoration Project**

A bid to the Heritage Lottery Fund for a grant of 75% towards a £4 million project to restore the historic landscape and make the facilities suitable for current and future recreational use. (See also EL10).

## CAPITAL PROGRAMME - SOCIAL SERVICES &amp; HOUSING

	2008/09 £000	2009/10 £000	2010/11 £000
<b>Committed</b>			
SS1 Adult Services Computer Software	160	0	0
	<u>160</u>	<u>0</u>	<u>0</u>
<b>Unavoidable</b>			
SS2 Disabled Facilities Grants - Mandatory	109	109	109
	<u>109</u>	<u>109</u>	<u>109</u>
<b>Maintenance</b>			
SS3 Improvements & Capitalised Repairs Corporate Buildings	95	95	95
	<u>95</u>	<u>95</u>	<u>95</u>
<b>Rolling Programme/Other Desirable</b>			
None	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL REQUEST FOR COUNCIL FUNDING</b>	<b><u>364</u></b>	<b><u>204</u></b>	<b><u>204</u></b>
<b>Externally Funded</b>			
SS4 Disabled Facilities Grants	163	163	163
	<u>163</u>	<u>163</u>	<u>163</u>
<b>TOTAL EXTERNAL FUNDING</b>	<b><u>163</u></b>	<b><u>163</u></b>	<b><u>163</u></b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b><u>527</u></b>	<b><u>367</u></b>	<b><u>367</u></b>



**SOCIAL SERVICES & HOUSING  
CAPITAL PROGRAMME 2008/09 – 2010/11**

**COMMITTED****SS1 Adult Services Computer Software**

The current supplier is issuing a fundamentally different version of the software, excluding Children's Services. There are significant costs involved in upgrading, similar to the costs of replacement on the open market. The Council is looking at options other than the supplier's solution. This will include the following modules:

- Adult Social Care Management
- Costed Packages of Care
- Performance Reporting.

**UNAVOIDABLE SCHEMES****SS2 Disabled Facilities Grants – Mandatory**

The Council is legally required to meet the needs of the disabled and applications for disabled facilities grants need to be determined within six months of receipt and validation. The Council receives a contribution towards expenditure on disabled facilities grants which is calculated at 60% of the actual expenditure. A sum of £109,000 has been included from 2008/09 representing the Council's contribution of 40% of the anticipated total expenditure of £272,000.

**MAINTENANCE****SS3 Improvements & Capitalised Repairs**

Planned maintenance to Council buildings managed by Social Services & Housing as identified and prioritised by condition surveys undertaken by the Council's surveyors. The current capital programme will address all priority 1 items (the amount required to maintain buildings in beneficial use through the prevention of closure, dealing with health and safety items and potential breaches of legislation).

**EXTERNALLY FUNDED SCHEMES****SS4 Disabled Facilities Grants – Mandatory**

Part external funding (60%) of the cost of disabled facilities grants. The Council's contribution is included under SS2.

## CAPITAL PROGRAMME - COUNCIL WIDE

	2008/09 £000	2009/10 £000	2010/11 £000
<b>Committed</b>			
<b>CW1</b> Time Square Refurbishment - Boilers, Chillers & Roof	250	500	0
<b>CW2</b> Civic Hub/Time Square - Consultants	241	75	0
	<u>491</u>	<u>575</u>	<u>0</u>
<b>Unavoidable</b>			
<b>CW3</b> Asbestos Management	180	180	0
<b>CW4</b> Water Hygiene (Prevention of Legionellosis)	60	60	60
<b>CW5</b> Fire Safety (Fire Precautions Regulations)	50	50	50
<b>CW6</b> SmartCard - Purchase of e+ Cards	56	0	0
<b>CW7</b> Centralised Desktop and Laptop Refresh	216	401	400
<b>CW8</b> ICT Infrastructure Development	55	100	100
<b>CW9</b> Server Refresh	140	140	140
Photocopiers and Printers	0	200	200
<b>CW10</b> Test System for Corporate GIS	34	0	0
<b>CW11</b> Access Improvement Programme (DDA legislation)	100	100	100
	<u>891</u>	<u>1,231</u>	<u>1,050</u>
<b>Maintenance</b>			
<b>CW12</b> Further Capitalisation of Buildings, Highways & ICT Infrastructure/Project Management	400	400	400
<b>CW13</b> Maintenance of Former HRA Buildings	50	50	50
	<u>450</u>	<u>450</u>	<u>450</u>
<b>Rolling Programme/Other Desirable</b>			
#Civic Hub/Time Square - Combined Heat & Power	0	155	20
	<u>0</u>	<u>155</u>	<u>20</u>
<b>TOTAL REQUEST FOR COUNCIL FUNDING</b>	<u><b>1,832</b></u>	<u><b>2,411</b></u>	<u><b>1,520</b></u>
<b>Externally Funded</b>			
#Civic Hub/Time Square - Combined Heat & Power	0	150	0
<b>TOTAL EXTERNAL FUNDING</b>	<u><b>0</b></u>	<u><b>150</b></u>	<u><b>0</b></u>
<b>TOTAL CAPITAL PROGRAMME</b>	<u><b>1,832</b></u>	<u><b>2,561</b></u>	<u><b>1,520</b></u>

**COUNCIL WIDE  
CAPITAL PROGRAMME 2008/09 – 2010/11**

**COMMITTED****CW1 Time Square Refurbishment – Boilers, Chillers & Roof**

As part of the development of the civic accommodation, feasibility studies into the refurbishment of Time Square have taken place. These have shown that in addition to the basic refurbishment works required to fit more people into the building, the boilers and chillers also need replacing. This is due to the plant reaching the end of its life span.

It should be noted that these need replacing regardless of the development of the civic hub as they are not working correctly. Furthermore, parts of the chillers will not be legally available after 2009. The replacement of the chillers may give some improvement to the comfort levels in Time Square but they will not significantly increase. This should be seen as part of the regular maintenance of the building rather than enhancement.

**CW2 Civic Hub/Time Square - Consultants**

The Council is relocating to new accommodation and refurbishing its existing accommodation at Time Square as part of the regeneration. The works are being managed by Bracknell Regeneration Partnership. Funding is required to employ consultants to represent the Council and ensure that the best deal is achieved through the contractual agreement with BRP and that the building meets the Council's operational needs. Funding will cover project management fees, client advisor role, mechanical and electrical advice, cost control, access, fit out design, space planning and relocation.

**UNAVOIDABLE SCHEMES****CW3 Asbestos Management**

A budget to cover asbestos investigation, sampling, analysis, removal/encapsulation (where necessary) and follow-up works arising out of asbestos surveys and management plans to all Council buildings including schools.

**CW4 Water Hygiene (Prevention of Legionellosis)**

A budget to cover provision of risk assessments and schemes of prevention or control of legionella in water systems at all Council buildings where sampling has revealed the presence of legionella bacteria above the action levels indicated in the Health and Safety Executive's Approved Code of Practice. Schools will need to pay for schemes of prevention separately.

**CW5 Fire Safety (Fire Precautions Regulations)**

A budget to cover fire safety risk assessments in all Council buildings and follow-up works (excluding schools) arising out of management action plans.

## **CW6 SmartCard- Purchase of e+ Cards**

A budget to fund the purchase and issue of new e+ cards.

## **CW7 Centralised Desktop and Laptop Refresh**

Refresh of all desktop PC's that fall out of warranty during 2008/09. This will ensure all desktop PC's are within warranty to maintain supportability and service. It is estimated that almost 550 desktop PC's and 100 laptops will require replacement during 2008/09.

## **CW8 ICT Infrastructure Development**

To cover a number of ICT network infrastructure upgrades and developments ensuring that equipment is both current and supportable. The budget is also to maintain the network and ensure that it has bandwidth to serve the business. Specific works include:

- Replacement of out of warranty hubs and switches
- Replacement of current Cisco PIX firewalls with supportable models
- Server aggregation switches to further segregate the sever infrastructure from the rest of the network to increase performance and security
- Improve communications room cabling

## **CW9 Server Refresh**

To refresh 36 servers that will become over five years old in 2008/09. This will ensure that all servers remain within warranty and are supportable.

## **CW10 Test System for Corporate GIS**

Currently the Corporate GIS does not have a separate test system. Any updates to software, changes to system configuration or loading of new GIS data have to be undertaken on the live system. This project will provide a separate test system enabling full testing to take place. This will ensure there will be no impact on the business areas using GIS data or to the public when services are not available. In recent years the Corporate GIS system has become more business critical as the number of IT systems linking to it has increased.

## **CW11 Access Improvement Programme (DDA legislation)**

The Disability Discrimination Act 1995 (which has now been implemented in full) gives disabled people the right to challenge service provision if they feel they are not receiving the same level of service, in the same manner, as others. Access difficulties to buildings may place the Council at risk of legal action.

Works will be spread across a range of service areas to continue with the implementation of a programme of access improvements identified through independent access audits.

## **MAINTENANCE**

### **CW12 Further capitalisation of Buildings, Highways & ICT Infrastructure/Project Management**

Revenue funds are currently used for a range of buildings and highways works that are of a capital nature. This budget allows for the capitalisation of these costs thereby reducing the pressures on the revenue budget.

A similar approach can also be adopted with certain ICT infrastructure, maintenance and project management costs.

### **CW13 Maintenance of Former HRA Buildings**

A provision for repairs to those properties retained by the Council following stock transfer. These mainly include accommodation for people with learning disabilities and other social services clients.

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## CORPORATE SERVICES DEPARTMENT

## 2008/09 PROPOSED FEES &amp; CHARGES

Description	Current Fee (Exc VAT)	Proposed Fee (Exc VAT)	Increase
	£.p	£.p	%
<b><u>Legal Fees For Property Transactions</u></b>			
Licence to Assign	230.00	245.00	6.5
Letter/Deed of Postponement	50.00	55.00	10.0
Sale of Small Land Areas	250.00	265.00	6.0
New Leases	300.00*	350.00*	16.7
Renewal of Lease	150.00	160.00	6.7
Section 106 Agreements-£110 per hour,	385.00**	400.00**	3.9
* With discretion for the Borough Solicitor to increase if time recorded costs exceed £350, at a rate of £110 per hour.			
** With discretion for the Borough Solicitor to increase if time recorded costs exceed £400, at a rate of £110 per hour.			
<b><u>Electoral</u></b>			
Street Index	13.00	15.00	15.4
Request for a confirmation letter -	40.00	45.00	12.5
Certificate of current register	13.00	15.00	15.4

## CORPORATE SERVICES DEPARTMENT

## 2008/09 PROPOSED FEES &amp; CHARGES

Description	Current Fee (Exc VAT)	Proposed Fee (Exc VAT)	Increase
	£.p	£.p	%
<b><u>Registration of Births, Deaths</u></b>			
Licensing of premises as venues License (three years)	1,025.00	1,050.00	2.4
Attendance of Superintendent			
Monday - Friday	230.00	250.00	8.7
Saturday	290.00	310.00	6.9
Sunday	340.00	360.00	5.9
Syrett Suite Marriage & Civil			
Monday - Friday	75.00	85.00	13.3
Saturday	105.00	115.00	9.5
Saturday pm	195.00	210.00	7.7
Sunday / Bank Holidays	280.00	295.00	5.4
Attendance of Celebrant at other non-statutory ceremonies eg naming and reaffirmation of vows Monday - Sunday:-			
Syrett Suite	125.00	135.00	8.0
Approved Premises	135.00	145.00	7.4
Individual Citizenship Ceremonies			
Monday - Friday	40.00	45.00	12.5
Saturday	190.00	200.00	5.3
Nationality Checking Service			
Single	40.00	45.00	12.5
Couple	60.00	65.00	8.3
Family	75.00	80.00	6.7



## CORPORATE SERVICES DEPARTMENT

## 2008/09 PROPOSED FEES &amp; CHARGES

Description	Current Fee (Exc VAT)	Proposed Fee (Exc VAT)	Increase
	£.p	£.p	%
<b><u>Council Publications</u></b>			
<b><u>Agendas/Minutes, etc</u></b>			
Council agenda – Charge per Annum (Based on 8 per Annum)	119.70	133.00	11.1
Executive Agenda – Charge per Annum (based on 12 per Annum)	158.00	200.00	26.6
Planning & Highways Committee (based on 12 per Annum)	193.00	200.00	3.6
Any other Committee or Sub Committee Agendas Charge per Annum (Based on 4	81.00	90.00	11.1
Charge per single copy	20.50	22.00	7.3
Part extract (any Committee) including background papers - administration fee plus....	7.00	7.50	7.1
Photocopying Charge (A4 or A3)	0.45	0.20	-55.6
Planning Publications and other	As Necessary	As Necessar y	-
Copies of Ordnance Survey		OS royalty charge	
<b><u>STANDARD OTHER CHARGES</u></b>			
These are chargeable in addition			
Invoice Charge	15.75	16.55	5.1
Hourly Rate	40.00	45.00	12.5
Minimum Charge	18.00	22.50	25.0

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## OVERVIEW AND SCRUTINY COMMISSION 17 JANUARY 2008

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### OVERALL BUDGET CONSULTATION RESPONSE (Borough Treasurer)

- 1 The purpose of this item on the agenda is to enable the Overview and Scrutiny Commission to bring together the comments and observations from the panels and the Commission itself on the 2008/09 revenue and capital budget proposals which are currently out for consultation.
- 2 The 2008/09 budget proposals were approved by the Executive on 18 December 2007. These are subject to consultation over the six weeks following the Executive approval of the budget proposals. The Executive on 12 February will take all comments into account before finally approving the budget proposals which proposals will be submitted to the Full Council on 27 February for final approval.
- 3 The Council is using the following methods for consultation on its budget proposals and all responses to the budget will be incorporated into the budget report to the Executive on 12 February.

<b>Interest Group</b>	<b>Date</b>
Overview and Scrutiny	17 January 2008
Business Ratepayers	25 January 2008
BF1500	Telephone questionnaire throughout January 2008
General Public	Information and questionnaire on internet site throughout January 2008

- 4 Each Directorate's Budget has been reviewed by the relevant panel within Overview and Scrutiny as follows:

<b>Directorate</b>	<b>Panel</b>
Chief Executives	Overview and Scrutiny Commission
Corporate Services	Overview and Scrutiny Commission
Education Childrens Services and Libraries	Lifelong Learning and Children's Services
Environment & Leisure	Environment and Leisure
Social Services & Housing	Adult Social Care and Housing

- 5 The following are some questions which the Commission might wish to consider when framing their response to the budget proposals. All of these questions do not need to be asked nor are the comments on the budget restricted to the answers to these questions.
- i. Are the budget proposals consistent with the Council's Policies and Objectives
  - ii. Are the budget proposal clear and understandable
  - iii. Are there any budget proposals that are not acceptable
  - iv. Are there any other comments on the budget proposals
  - v. Are there any other budget proposals that the Executive should consider

### **Background Papers**

Budget reports to the Executive on 18 December 2007

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**DRAFT**



# **Review of the Council's Medium Term Objectives**

**Report by a Working Group of the  
Overview and Scrutiny Commission**

**December 2007**

## Table of Contents

	Page Number
1. Forward by the Lead Member	2
2. Background	2
3. Investigation and Information Gathering	3
4. Conclusions	4
5. Recommendations	4
 Appendix 1 – Medium Term Objectives as considered by the Council’s Executive on 18 <sup>th</sup> September 2007	 5
Appendix 2 – Letter from the Working Group to the Leader and the Chief Executive of the Council, 1 <sup>st</sup> October 2007.	9

## Acknowledgements

The Working Group would like to express their thanks to the following people for their co-operation and time. All those who have participated in the review have been thanked for their contribution and provided with a copy of this report.

Councillor Paul Bettison, Leader Bracknell Forest Borough Council

The following Officers from Bracknell Forest Borough Council:

Timothy Wheadon, Chief Executive  
Victor Nicholls, Assistant Chief Executive  
Richard Beaumont, Chief Executive’s Office

## 1. Foreword by the Lead Member

This interim report records the outcome of a Working Group of the Overview and Scrutiny Commission, established to review the Council's proposed new high-level corporate objectives for 2008-2011. The following Commission members were appointed to carry out this review:

**Councillor Clifton Thompson, Vice Chairman Overview and Scrutiny Commission (Lead Member)**  
**Councillor Mrs Gill Birch**  
**Councillor Alan Browne**

This review demonstrates how Overview and Scrutiny can and does make a constructive input to the formulation of Council policies, and how we are influencing important issues in a timely way through proactive engagement with the Council's political and operational leadership.

## 2. Background

- 2.1 On 13<sup>th</sup> September 2007, the Overview and Scrutiny Commission's comments were sought, as an urgent item, on the proposed new Medium Term Objectives (MTO's) for the Council, which had been published for the Executive meeting on 18<sup>th</sup> September.
- 2.2 The MTO's translate the Council's long term vision – 'To make Bracknell Forest a place where all people can thrive: living, learning and working in a clean, safe and healthy environment – and the Council's elements of the Sustainable Community Plan<sup>1</sup> - into objectives for the medium-term. The MTO's were due to be updated following the local government elections in 2007.
- 2.3 Members of the Commission were concerned that they had not been given sufficient time to consider the objectives, and it was highlighted that Overview and Scrutiny's involvement in these matters was of importance. The Commission noted the objectives in the paper but did not deem it appropriate to endorse them and expressed a wish to be involved in the related consultation exercise.<sup>2</sup> The Commission decided to form a working group, comprising Councillors Thompson (lead member), Mrs Birch and Browne, to consider the MTO's in more detail and report back to the Commission. Members also expressed the view that they wished to be more involved in Council policy formation.

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<sup>1</sup> The Sustainable Community Plan can be found at <http://www.bracknell-forest.gov.uk/sustainable-community-strategy-2005.pdf>

<sup>2</sup> The minutes of the Overview and Scrutiny Commission meeting can be found at [http://democratic.bracknell-forest.gov.uk/Published/C00000151/M00001573/\\$\\$\\$Minutes.doc.pdf](http://democratic.bracknell-forest.gov.uk/Published/C00000151/M00001573/$$$Minutes.doc.pdf)

- 2.4 At their meeting on 18<sup>th</sup> September 2007, the Council's Executive considered a proposal from the Assistant Chief Executive to approve new Medium Term Objectives (MTO's) for the Council<sup>3</sup>, attached at Appendix 1. The Executive determined to make some changes to the MTO's, and agreed that the public's views should be invited.
- 2.5 The consultation on the new MTO's was due to end on 5<sup>th</sup> November 2007, and the Executive planned to meet on 20<sup>th</sup> November to consider officers' advice on any changes to the new MTO's in the light of that consultation and the Working Group's provisional recommendations.
- 2.6 The scope of the review was to consider the MTO's in more detail and report back to the Overview and Scrutiny Commission.

### **3. Investigation and Information Gathering**

- 3.1 The working group met on 25<sup>th</sup> September. The Working Group considered the MTO statement with particular reference to the Bracknell Forest Sustainable Community Plan, and set out in a letter to the Council's Leader and the Chief Executive its preliminary appraisal, attached at Appendix 2.
- 3.2 The Working Group decided to seek a meeting with the Council's Leader and the Chief Executive, to discuss the provisional conclusions and recommendations set out in the letter, such that this could be taken into account during the Executive's consultation period.
- 3.3 The Working Group met the Council's Chief Executive and Assistant Chief Executive on 12<sup>th</sup> October, and subsequently the Council's Leader on 15<sup>th</sup> October, to discuss the observations about the MTO's in the letter. Both meetings were very constructive. Arising out of this it was agreed that note would be taken of points in the letter at the meeting of the Executive of the 20<sup>th</sup> November prior to consideration by this Commission at this meeting and subject to any further views of the Commission's members as in 3.4.
- 3.4 On 16<sup>th</sup> October, all Members of the Overview and Scrutiny Commission were invited to give their views on the MTOs and the letter. No views have been expressed to the Working Group.
- 3.5 The Executive's further consideration of the MTO's was, in the event, deferred to their meeting on 18<sup>th</sup> December 2007. At that meeting, the Executive were presented with a report from officers on the outcome of the consultation on the draft MTO's. This report included the Working Group's letter of 1<sup>st</sup> October (Appendix 2). The report recommended changes to the MTO's which actioned all but three of the Working Group's provisional recommendations, for the reasons set out in the table below:

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<sup>3</sup> The minutes of the Executive meeting can be found at [http://democratic.bracknell-forest.gov.uk/Published/C00000102/M00001559/\\$\\$MDocPackPublic.pdf](http://democratic.bracknell-forest.gov.uk/Published/C00000102/M00001559/$$MDocPackPublic.pdf)



<u>Working Group's provisional recommendation</u>	<u>Reason for non-adoption</u>
Priority 6 of the SCP, Improving travel and transport, should be included in the MTO's.	MTO3 already refers to the LTP which links directly to the SCP  No change recommended
In MTO 5, is working with the PCT <u>solely</u> to improve services for children and young people?	The Council considers that particularly appropriate for children and young people.  No change recommended
Four years is a long time, and since nothing remains static, the statement should include a commitment to review and update the MTO's annually.	The MTOs are kept under review annually as part of the progress of updating service plans.

#### **4. Conclusions**

- 4.1 The MTO's were generally considered to be appropriate and represented a significant piece of work in relation to the future direction of the Borough.
- 4.2 The independent consideration of the MTO's by the Working Group was of benefit in giving rise to a constructive critical appraisal of the MTO's and is a useful precedent to be considered in developing future policies and strategies.
- 4.3 The Executive accepted seven of the Working Group's provisional recommendations in adopting the revised MTO's for Council approval in due course. The Working Group considers that the MTO's have been improved as a consequence. Satisfactory explanations have been received for three of our provisional recommendations not being adopted.

#### **5. Recommendations of the Working Group**

- 5.1 That the letter of the 1<sup>st</sup> October at Appendix 2 be noted.
- 5.2 That the decision of the Executive on the 18th December be noted.
- 5.3 That the work of the Working Group be regarded as concluded
- 5.4 That the conclusion in 4.2 be passed to the Leader of the Council and the Chief Executive.

Bracknell Forest Borough Council

**Medium Term Objectives**

**2007-11** (As considered by the Executive on 18<sup>th</sup> September 2007)

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**Four over-arching priorities:**

*Priority one: a Town fit for the 21<sup>st</sup> century*

*Priority two: protecting and enhancing our environment*

*Priority three: promoting health and well-being*

*Priority four: safe and secure*

*Priority one: a town fit for the 21<sup>st</sup> century:*

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**1 To build a vibrant Bracknell town centre that residents are proud of by:**

- starting construction work on the new retail centre and leisure facilities
- delivering 200 new homes in and around Bracknell Town centre
- improving access to the new town centre by providing
  - extensive new parking facilities
  - a major package of junction improvements
  - more bus lanes and a “park and ride” scheme
- constructing and opening a new Bracknell library, new Civic Offices and a high quality “Jubilee Gardens”
- ensuring local people gain the skills for employment in the new town centre

*Priority two: protecting and enhancing our environment:*

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**2 To keep our parks, open spaces and leisure facilities accessible and attractive by:**

- Restoring South Hill Park grounds
- Preparing a new cultural strategy for the Borough
- Reviewing management options for leisure sites in order to maintain quality and generate secured investment
- Preparing a new parks and open spaces strategy
- Improving the quality of the countryside and open space by targeted projects and by engaging the voluntary sector

**3 To promote sustainable housing and infrastructure development by:**

- Producing a Local Development Framework that protects the Green Belt and balances the demand for new housing with the need to protect the wider environment
- Uses the planning regime to ensure that all new housing developments are matched by appropriate investment in infrastructure
- Implementing a strategy to mitigate the impact of development on the Thames Basin Heath Special Protection Area
- Implementing the local transport plan
- Transferring the Council's housing stock to Bracknell Forest Homes
- Providing more choice for social housing applicants through the introduction of Choice Based Lettings.
- Increasing the number of affordable houses in the Borough, including directly funding 250 new units

**4 Keep Bracknell Forest “clean and green” by:**

- Increasing recycling rates to 50%
- Establishing a “fast response” team and increasing environmental enforcement activity to reducing the amount of litter in the Borough
- Developing a local climate change strategy by 2009
- Improving energy management in Council and school facilities
- Reducing the level of fly tipping in the borough
- Developing a joint waste strategy

*Priority three: promoting health and well-being:*

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**5 To improve health and well being within the Borough by:**

- Developing and implementing a comprehensive health strategy for the Borough, in partnership with the PCT which identifies clear priorities for improving health and well-being
- Working with the PCT to secure more outpatient and diagnostic facilities in the Borough
- Increasing our focus on prevention such as the number of adults participating in at least 30 minutes of moderate exercise per week
- Producing an annual report on public health
- Implementing and monitoring the ban on smoking in public spaces
- Working with the PCT to improve mental health services for children and young people

**6 To improve the outcomes for children and families through the Children and Young People's Plan by:**

- Ensuring all schools are good schools and continuing to raise standards
- Making sure there are enough good school buildings for an expanding borough, including building a £35m replacement for Garth Hill College
- Commissioning a wide range of “extended services”, including opportunities in music and sport
- Establishing six new children's centres to give families access to integrated multi-agency services for young children
- Investing in new youth facilities and targeted youth support

- Helping schools manage behaviour and supporting young people at risk of exclusion from education, training or employment opportunities
- Setting up effective integrated services for children and young people with special educational needs and disabilities
- Improving the lives of children in care through better corporate parenting and effective commissioning of placements
- Putting in place new measures to ensure the safety and wellbeing of children and young people

**7 To promote independence and choice for vulnerable adults and older people by:**

- Modernising services for vulnerable adults and older people by reducing reliance on residential care and improving access to community based services.
- Increasing the number of people having direct control of the budgets for their care
- Developing a Borough-wide Strategy for Older People
- Improving the Council's star rating for Adult Social Services by 2008
- Providing advice and support to vulnerable people to help maintain them in their own homes

**8 Seek to ensure that every resident feels included and able to access the services they need by:**

- Appointing an Executive member with specific responsibility for Community Cohesion and related strategies
- Using innovative methods of engaging local residents in decisions that affect them, particularly targeting "hard to reach" groups to listen to their views
- Creating a new customer contact centre in Bracknell that allows people to access all services
- Improving support in schools for minority ethnic communities with English as an additional language needs.
- Implementing a DES and GES and reviewing the Council's Race Equality Scheme
- Increasing access to services by electronic means
- Improving community cohesion through culture and sport

*Priority four: create a borough where people are, and feel, safe:*

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**9 To reduce crime and increase people's sense of safety in the Borough by:**

- Working with the police to reduce crime [recorded by the British Crime Survey] by \_% by 2011
- Reduce the number of people who fear crime by \_% by 2011
- Expanding the CCTV network coverage in the Borough
- Use "speedwatch" anti-speeding teams to reduce the incidence of speeding

- Reducing the number of people, particularly young people, abusing drugs and alcohol

*And*

**10 To be accountable and provide excellent value for money by:**

- Maintaining Council Tax levels in the lowest quarter of all unitary authorities
- Implementing a four year “efficiency” programme to reduce spending to sustainable levels
- Creating clear accountable governance structures for working in partnership with other organisations in the Borough

## Overview & Scrutiny Commission

Chairman : Councillor Bob Edger OBE  
Vice Chairman : Councillor Cliff Thompson



1<sup>st</sup> October 2007

TO: The Leader of the Council, Chief Executive  
C.C.: Councillors Mrs Birch and Browne, Assistant Chief Executive

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Dear Councillor Bettison and Mr Wheadon,

### **OVERVIEW AND SCRUTINY REVIEW OF THE DRAFT MEDIUM TERM OBJECTIVES 2007/11**

The Overview and Scrutiny Commission, at their meeting on 13 September 2007, decided to set up a Working Group to review the Council's draft Medium Term Objectives (MTO's) for 2007-11.

The Working Group, comprising myself as lead Member, with Councillors Mrs Birch and Alan Browne, met on 26 September, and I am writing to let you know our provisional appraisal, which we would like to discuss with you before composing our formal report.

#### General

The Working Group agreed with all statements in the draft MTO's, and do not propose any deletions. However, we do suggest that the MTO statement could be improved in a number of respects, as set out below.

We are concerned that the MTO statement does not give sufficient recognition to important aspects of the Sustainable Community Plan (SCP), the overarching plan for the Borough.

Aspects we draw attention to are:-

- MTO 4 should refer the Nottingham declaration.

- MTO2 refers to preparing a new cultural strategy for the Borough but in context this is limited to the physical aspects of keeping parks, open spaces and leisure facilities accessible and attractive.
- Priority 3 of the SCP (Improving health and well-being) is included as part of priority 3 of the MTO's referring to promoting health and achievement and specifically MTO 5, but both are silent on wider well-being issues. A separate Working Group is reviewing the Council's draft Health and Well-being strategy. That Group will make its own observations. We however observe that the 2006/07 MTO 4, which was to improve art, culture, sport and recreation provision within the Borough was expressed to link with Priority 3 of the SCP. In the MTO's the closest reference is to improving community cohesion through culture and sport under the last bullet point of MTO 7 (inclusion and access to services).  
We therefore recommend that either priority 3 (health and achievement) includes a provision similar to MTO4 of 2006/7 in relation to the cultural strategy (to promote quality of life) or it is included under the proposed 5<sup>th</sup> priority referred to below
- Priority 6 of the SCP, Improving travel and transport, should be included in the MTO's.

### Partnerships

In our view, the MTO statement makes insufficient reference to partnerships, indeed the statement looks quite 'insular'. We think it essential to recognise the value and importance of partnership working, the increasing inter-dependencies between partner organisations, and the Bracknell Forest Partnership merits an explicit reference.

We think the MTO statement is sparse and inconsistent in its references to principal partners. For example the PCT are mentioned three times in MTO 5, yet the Police and Fire & Rescue Service are not mentioned anywhere.

### MTO 10 – Overall Issues

Due to the importance of the objectives added to the end of Priority 4, as they are central to everything the Council does, they warrant more prominence. We suggest it would be better to have a fifth priority, that would capture running the Council well, with explicit references to partnership working, effective strategic corporate governance, community engagement, quality of life and the achievement of value for money.

### Other Observations

In MTO 5, is working with the PCT solely to improve services for children and young people?

The Sustainable Community Plan is in need of updating. We understand that work is under way for its revision and will be pleased to know of progress made.

Four years is a long time, and since nothing remains static, the statement should include a commitment to review and update the MTO's annually.

In recognition of their importance we request that consideration be given to the MTO's being brought before Council for approval.

We hope that you can accept these observations and recommendations in the constructive spirit with which they are put forward.

In order to provide timely input to the Executive's consideration of the draft MTO's, the Working Group request an early meeting with you and would appreciate a meeting in the period 10-12 October.

**Yours sincerely**

**Councillor Cliff Thompson  
Vice Chairman, Overview & Scrutiny Commission**



## Overview and Scrutiny Commission 17 January 2008

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### OVERVIEW AND SCRUTINY PROGRESS REPORT (Assistant Chief Executive)

#### 1 INTRODUCTION

- 1.1 The Chief Executive has asked officers to produce a progress report every three months on Overview and Scrutiny (O&S) activity for the Corporate Management Team. This report contains the detail from the first quarterly report, updated to reflect the current position, for Member's information.

#### 2 SUGGESTED ACTION

- 2.1 The Overview and Scrutiny Commission and Panels are invited to note this progress report.

#### 3 SUPPORTING INFORMATION

##### Overview and Scrutiny Work Programme

- 3.1 Following consultation with the Executive and CMT the work programme has been adopted and published on the Council's website<sup>1</sup>.

##### Overview and Scrutiny Working Groups

- 3.2 The attached table sets out the current status of the 15 Working Groups which have been established to carry out specific reviews in the work programme, along with others which have occurred since the programme was agreed (the review of Medium Term Objectives) or on request (the review of road accident casualties). This represents an ambitious programme, demanding on member and officer time. The involvement of departmental link officers is proving to be very useful, as is the factual briefing session and close consideration of the careful scoping of reviews at the outset. An innovative development is the involvement of Parish and Town councillors on the reviews of Waste and Street Cleaning, which was arranged through the Parish and Town council Liaison Group.

##### Overview and Scrutiny Commission

- 3.3 The O&S Commission continue to meet on a two-monthly cycle. Their most recent meeting was on 22 November, when the main items included: the External Auditors Report to those charged with Governance; the Internal Audit half yearly report; the quarter 1 Corporate Performance Overview Report; responses to the Healthcare Funding report; the draft reports on the Health and Wellbeing Strategy and the Medium Term Objectives; and an update on Neighbourhood Action Groups. The Commission's agenda continues to be heavy.

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<sup>1</sup> <http://www.bracknell-forest.gov.uk/overview-and-scrutiny-work-programme-2007-to-2008.pdf>

#### Environment and Leisure O&S Panel

3.4 The Panel continues to meet on a three-monthly cycle. Their next meeting is on 2 January. In addition to on-going reviews of departmental performance, members have considered items including the mystery customer visit reports for leisure operations and are to be involved in the Community Arts Development Plan. The main work of the Panel is being progressed through the working groups (see attached), whose progress has been slower than elsewhere partly because of organising the involvement of Town and Parish Councils and member availability.

#### Health O&S Panel

3.5 The Panel continues to meet on a three-monthly cycle. Their next meeting is on 6 December. In addition to on-going reviews of performance, members have considered items including the temporary closure of maternity services at Heatherwood Hospital, the PCT Budget, and the envisaged Health Space in Bracknell. There is a relatively heavy programme of responding to NHS consultations. Working Groups are at an early stage, as attached.

#### Lifelong Learning and Children's Services O&S Panel

3.6 The Panel continues to meet on a three-monthly cycle, most recently at Garth Hill College, which included a tour and presentation from the Headteacher. Their next meeting is on 19 December. Working Groups are making progress, with scoping done and visits being arranged. The Panel is not yet up to strength with Teacher representatives.

#### Adult Social Care and Housing O&S Panel

3.7 The Panel continues to meet on a three-monthly cycle. In addition to on-going reviews of performance, members have considered items including an update on the Drugs and Alcohol Action Team, and monitoring the Commission for Social Care Inspection and Supporting People action plans. Their next meeting is on 10 January. Working Groups are making progress, as attached.

#### Joint East Berkshire Health O&S Committee

3.8 The substitute membership issue has now been resolved (with a Labour Member replacing one of the Conservatives). The Committee continues to meet on a three-monthly cycle, rotating between the three Council's venues, with the next meeting on 10 January in Slough. The Committee has a heavy programme of responding to NHS consultations. One specific issue which is being progressed is Child and Adolescent Mental Health Services to 16-18 year-olds. The Committee has agreed that the Royal Borough of Windsor and Maidenhead will take over the Charing and officer support for the Committee at the end of this municipal year.

### Other issues

- 3.9 The Comprehensive Performance Assessment Inspection feedback on O&S has been positive, and the inspection report is awaited.
- 3.10 Officers have continued to develop the O&S pages on the Council's Website.
- 3.11 External networking on O&S has included: hosting a visit from O&S members in Herefordshire County Council; attending South East Employers and Centre for Public Scrutiny conferences; and presenting to O&S members and officers from the West Berkshire councils our experience of the Joint East Berkshire Health O&S Committee as they are contemplating establishing a similar committee. Later in November, Cllr Edger was invited to visit Wycombe District Council to relate how our O&S function works.
- 3.12 Quarterly review meetings are in place for the Commission and three of the four panels. Agenda setting meetings continue to be held.

### Background Papers

Overview and Scrutiny Work Programme, 2007/08

### Contact for further information

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**OVERVIEW AND SCRUTINY WORKING GROUPS – 2007/08**

Overview and Scrutiny Commission								
WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Medium Term Objectives	Thompson (Lead), Mrs Birch & Browne	Victor Nicholls	Richard Beaumont	√	√			Draft report to O&SC on 22 November, now deferred to January 08 meeting
Healthcare Funding	Edger (Lead), Leake, Beadsley, Browne	Lise Llewellyn Glyn Jones	Katie Dover/RB	√	√	√	√	<b>Completed</b> - Executive and PCT response considered by O&SC in Nov 07. Referred on to Health Panel.

240

Adult Social Care and Housing Overview and Scrutiny Panel								
WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Carers	Mrs Shillcock (Lead), Simonds & Turrell	Glyn Jones	Andrea Carr	√				Second meeting to be briefed by 4 social care team leaders is being held on 10 Dec.
Care Homes	Browne	Glyn Jones	Andrea Carr					Visits to care

	(Lead), Baily & Blatchford							homes / services have been held. CSCI & BCA reps to be invited to Jan or March Panel meeting.
Social Care Modernisation Agenda	Leake (Lead), Mrs Shillcock & Virgo	Glyn Jones	Andrea Carr					Scoping meeting to be arranged – draft date of 20/12/07.
Supporting People	Mrs Shillcock & 1 other	Stuart Mudie	Andrea Carr	√	Ongoing			Ongoing monitoring. Cllr Browne to identify one more member (Cllr Browne has said it will be him)

**Environment and Leisure Overview and Scrutiny Panel**

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Strategic Review of Waste	Brunel-Walker (Lead), Mrs Angell, Beadsley, Mrs Ryder, Mrs McLean (Binfield), Wade (Crowthorne), Allen (S'hurst	Steve Loudoun / Janet Dowlman	Andrea Carr	√				Second meeting to be briefed on the Re3 contract is being held on 11 December.

	& Mrs Healy (Warfield)							
Street Cleaning / Street Scene	Finnie (Lead), Finch, Mrs McCracken, Leake (Binfield), Mrs Thompson (Crowthorne), Mrs Cupper (S'hurst), & Parks (Warfield)	Steve Loudoun	Andrea Carr	√				Third meeting to look at educating & encouraging the public & businesses to minimise littering and to identify best practice at Town/Parish levels on 29 Jan 2008.
Community Arts Development Plan	Mrs Fleming, McLean & Finnie	Helen Tranter	Andrea Carr					Member input as and when requested.
Road Accidents	Finch (Lead) Virgo Mrs McCracken & McLean	Roger Cook	Richard Beaumont	drafted				Scoping meeting held on 15/11/07. next meeting on 13 December

### Health Overview and Scrutiny Panel

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Patient Focus	Mrs Mattick, Browne (Lead), Virgo Mrs Angell	Glyn Jones	Katie Dover	drafted				Met on 1 <sup>st</sup> Nov
Health and Wellbeing	Leake (Lead), Thompson,	Victor Nicholls	Richard Beaumont	√	√			Draft report adopted by

Strategy	Virgo							O&SC on 22 November, going to Health Panel on 6 December
Extended Schools & Children's Centres (Joint with LL&CS OSP)	Leake (Lead), Mrs Birch (Lead in Leake's absence), Mrs Angell, Mrs McCracken, Burrows, Beadsley	Graham Symonds / Karen Frost	Katie Dover	WG happy with scope – KD to send to GS/KF and TE				Met 5 Nov & 3 <sup>rd</sup> Dec – Next mtgs 9 <sup>th</sup> and 16 <sup>th</sup> Jan to see further people

**Joint East Berkshire Health Overview and Scrutiny Committee**

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Hospital Discharge Procedures	Baily, Coad (Slough BC), Napier (RB W&M)		Andrew Scott (RB W&M) [Katie Dover to liaise]					1 <sup>st</sup> mtg to be held 30 Oct at WAM – postponed. Andrew Scott rearranging (28/11)

**Lifelong Learning and Children's Services Overview and Scrutiny Panel**

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
English as an Additional Language	Mrs McCracken (Lead), Burrows, Ms Whitbread & Mr Ian Sharland	Tony Eccleston	Andrea Carr	√				Second meeting held on 7 Nov and visits to schools being arranged for new year.
Extended Schools & Children's Centres (Jointly with HO&SP)	<b>See Health O&amp;S Panel</b>							



## OVERVIEW & SCRUTINY COMMISSION

**EXECUTIVE WORK PROGRAMME:** Chief Executive's/Corporate Services

<b>REFERENCE</b>	I009057
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**TITLE:** Local Area Agreement - Draft Improvement Themes

**PURPOSE OF DECISION:** To discuss the first draft of the improvement themes that will be used as the basis to develop Bracknell Forest's new Local Area Agreement.

**FINANCIAL IMPACT:** The new Area Based Grant supports the Local Area Agreement and has been taken into account as part of the development of the draft improvement themes. The impact of the new Area Based Grant is being covered as part of the Council's budget setting.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** CMT, Executive, Overview & Scrutiny Commission, Bracknell Forest Partnership Board, Bracknell Forest Partnership Theme Partnerships

**METHOD OF CONSULTATION:** The draft improvement themes will be presented for consultation in writing.

**DATE OF DECISION:** 22 Jan 2008

<b>REFERENCE</b>	I009582
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**TITLE:** Transfer of Housing Stock

**PURPOSE OF DECISION:** To agree to recommend to Council the transfer of the Bracknell Forest Borough Council housing stock to Bracknell Forest Homes.

**FINANCIAL IMPACT:** Detailed in the Director of Corporate Services' report.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Tenants, leaseholders and staff have been consulted extensively as part of the process of establishing the new Registered Social Landlord, Bracknell Forest Homes.

**METHOD OF CONSULTATION:** Letter.

**DATE OF DECISION:** 22 Jan 2008

<b>REFERENCE</b>	I005770
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**TITLE:** Budget Proposals 2008/09

**PURPOSE OF DECISION:** To recommend to Council General Fund and Capital Budgets for 2008/09.

**FINANCIAL IMPACT:** To be determined.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Council tax payers and business rate payers.

**METHOD OF CONSULTATION:** Widespread consultation with stakeholders via meetings and the Council website.

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I005774
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**TITLE:** Capital Programme 2008/09-2010/11

**PURPOSE OF DECISION:** To approve the capital programme 2008/09 to 2010/11 for submission to Council.

**FINANCIAL IMPACT:** To be determined.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Council tax payers and business rate payers.

**METHOD OF CONSULTATION:** Widespread consultation with stakeholders via meetings and the Council's website.

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I005776
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**TITLE:** General Fund Revenue Budget 2008/09

**PURPOSE OF DECISION:** To approve the General Fund Revenue budget 2008/09 for submission to Council.

**FINANCIAL IMPACT:** To be determined.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Council tax payers and business rate payers.

**METHOD OF CONSULTATION:** Widespread consultation with stakeholders via meetings and the Council's website.

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I008410
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**TITLE:** Race Equality Scheme 2007 - 2010

**PURPOSE OF DECISION:** To agree a Race Equality Scheme for the Borough Council.

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:**

**METHOD OF CONSULTATION:** Website, written document and consultation with a wide variety of groups; staff, members; community groups; interest groups.

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I009107
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**TITLE:** Corporate Performance Overview Report

**PURPOSE OF DECISION:** To inform the Executive of the Performance of the Council over the third quarter of 2007/08.

**FINANCIAL IMPACT:** No financial implications.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

<b>REFERENCE</b>	I006807
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**TITLE:** Discretionary Rate Relief - New Application

**PURPOSE OF DECISION:** To consider any applications for relief.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive Member for Leisure, Corporate Services and Public Protection

**PRINCIPAL GROUPS TO BE CONSULTED:** None.

**METHOD OF CONSULTATION:** None.

**DATE OF DECISION:** Before 31 Mar 2008

## ADULT SOCIAL CARE & HOUSING OVERVIEW & SCRUTINY PANEL

### EXECUTIVE WORK PROGRAMME: SOCIAL SERVICES & HOUSING

<b>REFERENCE</b>	1009582
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**TITLE:** Transfer of Housing Stock

**PURPOSE OF DECISION:** To agree to recommend to Council the transfer of the Bracknell Forest Borough Council housing stock to Bracknell Forest Homes.

**FINANCIAL IMPACT:** Detailed in the Director of Corporate Services' report.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Tenants, leaseholders and staff have been consulted extensively as part of the process of establishing the new Registered Social Landlord, Bracknell Forest Homes.

**METHOD OF CONSULTATION:** Letter.

**DATE OF DECISION:** 22 Jan 2008

<b>REFERENCE</b>	1009740
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**TITLE:** Continuing Health Care

**PURPOSE OF DECISION:** The purpose of this report is to brief the Executive on the introduction of a new National Framework for NHS Continuing Health Care which came into effect on the 1st October 2007.

**FINANCIAL IMPACT:** The National Framework does not define Primary Health Need, and therefore there is potential for disagreement about eligibility for Continuing Health Care. This, coupled with two facts, firstly that up to 5,500 more people nationally are likely to qualify for continuing health care and secondly that Berkshire East PCT states it is not receiving more money to resource this, raises the risk that the Council will meet the care costs of people who should be eligible for continuing health care.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Members

**METHOD OF CONSULTATION:** None applicable.

**DATE OF DECISION:** 22 Jan 2008

<b>REFERENCE</b>	I009744
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**TITLE:** Mental Health Commissioning Strategy

**PURPOSE OF DECISION:** Adult Social Care Commissioning Strategy for Mental Health clients for 2007 - 2012.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Members

**METHOD OF CONSULTATION:** Surveyed a wide range of stakeholders, using different means of communicating the simple survey.

Employed an ex-user of mental health services as a consultant on the project.

Produced a consultation document which incorporated the main messages received from people and 'checked back' that the messages were correct and priorities reflected what had been received.

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I009742
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**TITLE:** Learning Disability Commissioning Strategy

**PURPOSE OF DECISION:** Adult Social Care Commissioning Strategy for Learning Disabled people for 2007 - 2012.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Members

**METHOD OF CONSULTATION:** TBC

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I009750
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**TITLE:** Modernising Older People's Accommodation Consultation Project 2

**PURPOSE OF DECISION:** Report to consult on the accommodation provided to older people in the years to come.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Members

**METHOD OF CONSULTATION:** Not applicable.

**DATE OF DECISION:** 12 Feb 2008

<b>REFERENCE</b>	I009746
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**TITLE:** Long Term Conditions Commissioning Strategy

**PURPOSE OF DECISION:** Adult Social Care Commissioning Strategy for people with long term conditions for 2007 - 2012.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Members

**METHOD OF CONSULTATION:** Surveyed a wide range of stakeholders, using different means of communicating the simple survey.

Employed ex-users of mental health services as consultants on the project.

Produced a consultation document which incorporated the main messages received 'checked back' with people that we had the correct messages and priorities reflected what had been received.

**DATE OF DECISION:** 18 Mar 2008

<b>REFERENCE</b>	I009748
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**TITLE:** Modernising Older People's Accommodation Consultation Project 1

**PURPOSE OF DECISION:** Report to consult on the accommodation provided to older people in the years to come.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Members

**METHOD OF CONSULTATION:** Not applicable.

**DATE OF DECISION:** 18 Mar 2008